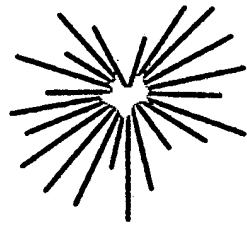


**Company Registration No: 06441426**  
**Charity Registration No: 1123385**



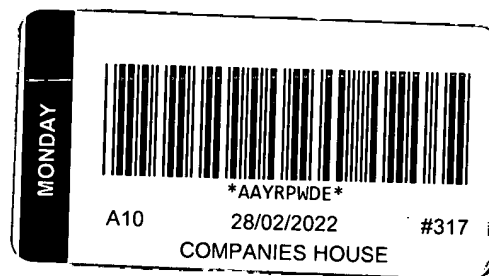
**CHANCE TO SHINE**  
Spreading the power of cricket

**CHANCE TO SHINE FOUNDATION LTD**

**A charitable company limited by guarantee**

**ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 30 SEPTEMBER 2021**



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**LEGAL AND ADMINISTRATIVE INFORMATION**  
**- year ended 30 September 2021**

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**Status**

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

**Governing Document**

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

**Trustee Directors:**

Sir Donald Brydon (Chairman)  
Dana Abdulkarim  
Sir Daniel Alexander  
Martin Darlow  
Anshuman Jain  
William Lawes  
Douglas McAllister  
Sophie O'Connor  
Alison Oliver  
Ebony Rainford-Brent  
Caspar Rock  
Kriti Sharma

**Chief Executive:** Laura Cordingley

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

**President:** Lord (Mervyn) King of Lothbury KG GBE FBA

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

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

**Company registration number:** 06441426

**Charity registration number:** 1123385

**Registered Office:** The Kia Oval  
London  
SE11 5SW

**Secretary:** London Registrars plc  
Suite A  
6 Honduras Street  
London EC1Y 0TH

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

**TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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The Trustee Directors present the annual report and financial statements of the Company for the year ended 30 September 2021.

**1) OBJECTIVES AND ACTIVITIES**

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

Chance to Shine's mission is for all young people to have the opportunity to play, learn and develop through cricket. We want them to learn a love of the game and in doing so develop their wider wellbeing.

We do this by providing opportunities through our two core programmes: Chance to Shine Schools and Chance to Shine Street.

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

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

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

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

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

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

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

## TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

### 2) ACHIEVEMENTS AND PERFORMANCE

Once again 2020/21 was significantly affected by the pandemic across both Street and Schools. Our focus was to create flexibility within our programmes to maximise the opportunities as the year unfolded and to ensure our delivery partners approached these with a 'can do' attitude. Although challenging, collectively we endeavoured to contribute to the recovery supporting schools and communities to keep children active and nurture their wellbeing.

Across the year Chance to Shine delivered to over 450,000 children in schools and activity returned in two thirds of Street projects. In a year with restrictions and challenges throughout the Trustees consider this a successful performance.

### DELIVERING AGAINST OUR OBJECTIVES

From September 2020 to August 2021, 457,625 children and young people took part in a Chance to Shine programme in 4,146 primary, special and secondary schools as well as 130 Street projects. For the first time, the overall gender balance increased to 51% girls and 49% boys – a change influenced by the Secondary Girls Leadership Programme and lower total number of participants in primary schools compared to previous years.

#### Primary Schools

437,033 children took part in Chance to Shine programmes in 3,985 primary and special schools.

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

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

*Covid-19 Recovery Programme or 'wrap around' support:* in addition to existing programmes, and in response to Department of Education plans to support children's recovery, Chance to Shine with ECB support delivered a 'wrap around' programme aimed at either extending the school day or providing holiday activity for those most impacted by the pandemic e.g. an afterschool club.

	Total	Whole School Programme	Cricket Engagement Day	Wrap Around Programme
Schools	3,985*	2,323	1,859	199
Coaching hours	61,013	48,183	11,105	1,725
Children	437,033	224,548	204,885	7,600
Boys	221,633 (51%)	113,853 (51%)	103,557 (50%)	4,223 (56%)
Girls	215,400 (49%)	110,695 (49%)	101,328 (50%)	3,377 (44%)

\* To note, this is a unique number. Some schools had more than one Chance to Shine programme.

Within the primary programme in terms of planning we reached 99.7% of schools for Whole School Programmes and 76.8 % for Cricket Engagement Days. Coaching hours were reduced for each with WSP achieving 76.1 % of planned hours and ED 57.5%. In effect CCBs reduced the number of weeks or sessions of delivery in schools prioritising reach and the wish to impact upon as many children as possible.

Competition both within schools and between schools was severely impacted with schools reducing offsite activity and minimising contact between class groups and bubbles. However over 16000 children enjoyed competition across 1570 hours of activity.

## **TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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### **COVID-19 related work**

During the 2020/21 academic year, schools and delivery partners faced restrictions and the need to comply with ever evolving guidance from government.

There was no delivery in schools for the majority of terms 3 and 4 and thus activity was condensed into a much shorter timeframe over the summer.

Chance to Shine put in place three options to support delivery:

- Cricket at Home series (summer 2020) of 'virtual' sessions viewed by over 521,000 views on social media.
- Virtual Programme - a suite of resources designed to facilitate coaches delivering sessions into the classroom or pupils at home. This was delivered to over 50,000 children across 1,113 hours of activity by delivery partners.
- Chance to Shine 'Live' - a series of YouTube hosted 45 minute, weekly sessions linked to the national curriculum aimed at supporting children's fundamental movement skills. There were over 53,000 views many of which were in the school setting so that the actual reach was significantly greater.

### **Girls Secondary School Programme**

Now in its third year this programme aims to develop leadership skills and introduce cricket to new participants. In a challenging secondary school environment, we faced significant delivery challenges with the 'bubbling' of year groups and difficulty of timetabling activity. In response we offered a degree of flexibility, prioritising physical activity, and managed to reach 161 schools and 16,584 girls offering a combination of leadership session, tasters, and competition.

### **Cricket Scotland**

Cricket Scotland commenced delivery of Chance to Shine's Primary School programme during term 5 of the 2020/21 academic year. The programme was delivered in Aberdeenshire & Edinburgh and saw 29 schools and 1,904 children benefit from accessing elements of the Whole School Programme model.

In preparation for this - five Cricket Scotland coaches completed the 'Real Coaching' modules delivered by Create Development, and organised by CTS. Moving forward, one of these coaches attended the YST 'Train the Trainer' event, organised by CTS, on behalf of Cricket Scotland.

Looking ahead to 2021/22 - Cricket Scotland have already got two Street Projects up and running, with connectivity to their work in Aberdeenshire; in Peterhead & Fraserburgh. A third Street project with connectivity to their work in Edinburgh is due to commence in early 2022. The aforementioned connectivity will come from a further 29 Primary Schools across both areas receiving the Whole School Programme in 2021/22.

### **Hospital Schools**

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

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

## **TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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Unfortunately, due to the continuation of the pandemic all in-person hospital schools sessions were ceased in line with national school closures, resuming delivery in Term 5 and 6 of the 2020/21 academic year.

### **Yorkshire Tea National Cricket Week (NCW)**

We were delighted to return to an 'in-person' National Cricket Week after being forced into the virtual space for the first time in 2020. The week started off with our most ambitious day of activation to date – delivering a 'Proper Day of Cricket' at Stanningley Primary School in Yorkshire. Matthew Hoggard led a cricket PE session, the Barmy Army's 'Billy the Trumpet' took music, Blue Peter's Lindsey Russell led arts and crafts whilst Alastair Cook finished things off with a virtual Q and A.

There was representation from around the world throughout the week, with Carlos Brathwaite and Marnus Labuschagne both dropping in to visit Chance to Shine participants. This attracted excellent media attention both online and in print, with a publicity value of over £140k and £50k respectively. In addition, there was a first ever activation in Scotland – with a session taking place on the spectacular setting of Edinburgh's mound precinct.

### **Street Programme**

Chance to Shine Street brings cricket to thousands of young people in urban areas. It uses the game to increase aspiration, promote social cohesion and create opportunities in diverse communities.

Before the pandemic, CTS Street delivery was in a strong position with over 200 projects engaging 6,000 young people. Since the pandemic started in March 2020, CTS Street has been significantly disrupted with only 130 projects able to re-start delivery. This has largely been a result of the environment where these projects exist with many facilities unable to re-open.

From Sept 20 – Aug 2021, **4,008** young people were engaged in the programme – 79% of young people were from ethnically diverse communities and 63% were living in the most deprived areas of England. Our major funding partner for CTS Street, Sport England allowed funding to be used flexibly enabling us to adapt and focus on other ways to maintain engagement levels.

In partnership with Think Beyond, a Youth Advisory Board has been formed to give CTS Street participants a voice in the work we do. The board comprises of seven young people who will be given a broad range of skills to help us shape our programmes moving forward. They will be provided with mentoring opportunities provided by CTS trustees.

In March, we launched a Wider Engagement Programme which set out to engage more young people from Black Communities in our programmes. Eight target areas were identified, including Bristol, Birmingham and Slough.

Our Crime Prevention Programme continued working with young people at risk of exclusion from secondary school in eight Birmingham Schools and provision was extended to four London Schools.

**TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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**Supporting our Partners and Stakeholders**

The success of CTS has largely been built on the partnerships we have formed over the years, enabling us to achieve extraordinary scale and impact across all our programmes. From funding partners to delivery partner, COVID-19 continued to place immense pressure on each and every one of them, but through resilience and resolve, we worked together to navigate our way through these challenging times.

*ECB – Core funding partner Primary Schools*

COVID-19 continues to have a significant impact on revenue to ECB. CTS worked closely with ECB to ensure only the funds needed to support the network through these difficult times were requested.

To help protect our programmes in the future, ECB agreed to some unspent funds being directed towards our digital offer. This piece of work has enhanced our proposition to teachers, making the CTS digital portal a more engaging and user friendly system.

Due to the continued impact on ECB's income, CTS will utilise what funds have been unspent to support future activity. This will reduce the funding received from ECB for the 2021/22 Primary School programme but still enable full delivery.

*Sport England – Core funding partner Street*

Throughout the pandemic, CTS worked closely with Sport England to ensure that our workforce remained intact and that children and young people could stay active, so when a return to play is possible we were ready to resume.

This work involved helping to share the impact of COVID-19 on Street such as insight we developed through surveys with our coaches, teachers and participants.

*County Cricket Boards – Core delivery partner Schools and Street*

Working with our core delivery partners to ensure their workforce remained intact was a priority. The Job Retention Scheme continued to be of huge support while delivery was not possible and CTS provided continued financial support to those managing the programmes who remained in-work and required to help keep children active through lockdown.

*Coaches – local deliverers*

Throughout the pandemic, CTS ran online training to help coaches and CCB staff who remained working and those furloughed stay positive and ready to return when safe to do so. The sessions focused on keeping people connected, support through the difficult times and aiding personal development.

*Teachers – programme recipient*

Keeping teachers engaged and aware that we were there to support their pupils was paramount. Our social media sessions and YouTube Live, provided teachers with weekly activities for them to deliver or to send on to children being schooled at home. All the sessions were designed to be delivered in small spaces, with minimal kit and as individual and/or pairs activities with social distancing.

## **TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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### **OUR IMPACT**

In 2020/21 we took a number of approaches to understand the impact of our programmes as well as the needs of schools, communities and young people during Covid-19.

Throughout the year, we carried out surveys, focus groups and interviews with 1,041 teachers – 846 who had a Chance to Shine programme during the academic year and 195 who had accessed Chance to Shine digital resources. Over the Summer term, we carried research with c.2,600 children taking part in Chance to Shine programmes. This included surveys of 1,500 children at the start and end of a Whole School Programme. We carried longitudinal telephone interviews with parents and carers of young people playing cricket at Street to understand the impact of Covid-19 and understand what would support them to return to play as soon as safe.

Below is a selection of findings from this research. Full details will be available in our next Impact Report.

### **CREATING OPPORTUNITIES TO PLAY**

Chance to Shine played an important role in helping children play cricket during the upheaval caused by Covid-19. Coaches were back in schools as soon as it was safe, creating fun experiences and helping children develop the skills and confidence we know is key to a lifelong love of the game. 90% of children agreed 'I like cricket' at the end of a Whole School Programme, compared to 70% before the programme.

When a school is offered a Chance to Shine programme, teachers commit to take part in sessions and learn alongside the coach. We have seen many teachers develop in confidence to continue to play with their pupils after the programme – before Chance to Shine, 43% of teachers surveyed agreed 'I feel confident to teach a cricket session without an external coach present' vs 92% at the end.

### **PHYSICAL WELLBEING**

According to Sport England, as a result of Covid-19 and school closures, children began the 2020/21 academic year less active and with less positive attitudes towards sport. Parents and teachers have told us just how important it was for their children to get active again through Chance to Shine. In schools, 98% of teachers surveyed agreed 'Chance to Shine coaching has supported my pupils' physical wellbeing' and 97% noted 'Pupils developed their fundamental movement skills' through taking part.

Sport England's Active Lives research shows as well as creating the right opportunity to play, we need to help children develop positive attitudes – their enjoyment, confidence and competence when taking part. Children who enjoy sport and feel they have the skills to take part are more active. Within this, enjoyment has the greatest influence of activity levels.

We used Active Lives measures to benchmark our impact on children's attitudes against the national picture. We found that at the end of a Whole School Programme, more girls said they enjoyed sport compared to their peers nationally – 51% of girls surveyed strongly agreed to the Sport England measure of 'I like sport and exercise' before the programme (the national average for all girls the same age) vs 60% at the end. We saw a change in their attitude towards their abilities through taking part – only 38% agreed 'I am good at playing cricket' before the programme vs 60% at the end.

## **TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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### **PERSONAL, MENTAL AND SOCIAL WELLBEING**

Sport England research shows a positive link between being active and wellbeing – active children are happier, more confident and resilient. Chance to Shine programmes are designed to foster this. Interviews with parents of Street participants highlight how important it has been for young people to be back playing and developing together. One parent discussed, *"My son has enjoyed getting out of the house, interacting with other children, and doing some sort of activity outside. Because for a long time now everyone has been just indoors and all the children have just been home watching TV, eating junk etc...I think it's helped him with his confidence. I know that he made a couple of friends there as well. He's talking to all the other kids at the sessions. Overall, it's helped with children's mental health and his mental health more generally."*

In school, nine in ten teachers surveyed agreed taking part has supported their pupils' personal (95%), mental (93%) and social (96%) wellbeing. Many noted the importance of focusing on teamwork after periods of isolation. We asked children and young people how playing made them feel - 84% of children surveyed responded with positive descriptors such as happy, confident, excited, joyful. One commented, *"I felt de-stressed because sport makes you focus and forget bad things in your head."* (Boy, 9).

### **DIGITAL STRATEGY**

The year has focused on moving towards 'phase two' of the Chance to Shine Digital Strategy, as well as developing additional functionality to add to our 'phase one' build. The two key projects were:

#### Financial Portal Development

- Integrating yearly budget process onto the Portal
- Delivery partner expenditure automated based on reported activity and coach hourly rates
- Cutting further administration time for delivery partners

#### Phase Two Build

- Producing new resource content and enhancing user experience for teachers
- Registration barriers reduced and Portal navigation improved

### **FUNDRAISING**

Fundraising in 20/21 achieved a target of £1.9m but failed to reach a stretch target of £2.1m. COVID-19 continued to impact some fundraising streams with events fundraising most notably affected.

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

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

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

**TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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

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

During the financial year, Chance to Shine Foundation Ltd received total income of £4.744m. £1.809m of that was funding received from the England and Wales Cricket Board (ECB) for the Primary School programme. This was reduced from the anticipated £2.5m as a result of carrying forward unspent funding from 2019/20 due to the impact of COVID-19 on our ability to deliver the programme.

Sport England gave £0.951m towards the Chance to Shine Street programme.

The remaining £1.984m came from a combination of individuals, corporate donations, sponsorship agreements, fundraising events, trusts and foundations and investment income.

**DIVERSITY**

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

Chance to Shine also maintains a Diversity Action Plan (DAP) covering Recruitment, Engagement and Progressing Talent from Within. This plan contains short, medium and long terms goals.

In 2021 the charity continued our commitment towards this important piece of work by:

- Introducing a Youth Advisory Board, to create a regular avenue for CTS trustees and executive team to hear, understand and consult with youth voices on matters relating to the charity.
- Commenced development of an Equity, Diversity & Inclusion strategy to complement and enhance the Charity's existing strategic direction
- Introducing inclusive recruitment practices such as blind shortlisting and where job vacancies are promoted
- Maintaining Board gender diversity to 42% and the Senior Management Team to 50%
- Increasing the diversity of employees

Diversity of participation and equality is of huge importance to Chance to Shine. 51% of all participants are girls and 79% of Chance to Shine Street participants are from ethnically diverse communities. Our programmes aim to support all young people to benefit from cricket.

## TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

### **3) FINANCIAL REVIEW**

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

The effect of the COVID-19 pandemic on our ability to deliver our programmes has resulted in us not being able to spend a significant amount of the funding received that is restricted to Schools and Street. Consequently, we carry forward £1.1m of restricted funding balance for delivery in 2021-22.

During the year a total of £4.744m was raised from all sources (2019/20: £5.240m). Of this, £0.600m was raised from commercial activities and fundraising events which is an increase on the previous year when £0.489m was raised. This was a result of being able to return to hosting non-virtual fundraising events. Fundraising trading costs for the year were reduced to £0.186m compared to £0.206m in 2019/20.

Voluntary income decreased from £4.726m in 2019/20 to £4.122m in 2020/21. The ECB donation was reduced to £1.809m from £2.278m in 2019/20 as a result of carrying forward unspent funding from 2019/20 due to the impact of COVID-19 on our ability to deliver the programme and also due to not achieving any match funding compared to £0.195m in 2019/20. Sport England funding reduced slightly to £0.951m (2019/20: £1.1m). Excluding Sport England and the ECB, other voluntary income for the year remained at a similar level of £1.362m compared to £1.340m in 2019/20.

The organisation's costs of generating this voluntary income rose slightly from £0.69m in 2019/20 to £0.74m as costs were cut in 2019/20 in the wake of the pandemic.

Charitable activity costs increased to £3.454m (2019/20: £3.228m) although programme activity was still impacted significantly by the pandemic restrictions.

Governance costs were £0.038m (2019/20: £0.033m).

Overall, Chance to Shine Foundation Ltd achieved a surplus of £0.362m for the year (2019/20: £1.116m surplus). The impact of COVID-19 meant that we drew down less funding from the ECB during the year due to carrying forward funds from 2019/20. However, following a further year where delivery of our programmes has been impacted by the pandemic our expenditure has remained lower than pre-pandemic levels. The Charity carries forward £1.1m of restricted funding for delivery in 2021-22.

There was a net cash inflow for the year of £0.268m versus a £0.858m inflow in 2019/20.

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

1. Costs of generating funds as a % of incoming resources from generated funds: **20%** (2019/20: **17%**)

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

2. Charitable activities costs as a % of total resources expended: **79%** (2019/18: **78%**)

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

**TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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3. Support costs as a % of charitable activity costs: **14%** (2019/20: **18%**)

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

The year-on-year movement in these ratios reflects a number of factors and in particular the continued significant reduction in our charitable activity costs due to the COVID-19 pandemic.

**RESERVES POLICY**

It has been a long-held conviction, and evidenced by our experience, that the full benefits derived from our Chance to Shine programmes arise from providing long-term, not short-term, opportunities to participate. Working with our delivery partners, we aim to engage with schools and communities on a sustainable basis. To do this we believe that it is essential to be assured of our funding position in order to be able to plan effectively and to deliver the programmes most successfully.

The Trustees have, therefore, determined that we should seek to hold reserves equivalent to between one and two years of planned programme expenditure, from restricted and unrestricted reserves as appropriate, as well as sufficient unrestricted reserves to cover between six months and one year of future management and administration costs. Chance to Shine receives funding from certain donors, including ECB, Sport England and many trusts and foundations, that are restricted for use in particular programmes and/or in specified geographical areas. Other fundraising, together with surpluses arising from commercial activities, are unrestricted. The reserves target range at the year-end was between £1.4m - £2.9m.

At the end of the year reserves totalled £5.853m, of which restricted funds £2.833m and unrestricted funds £3.02m. During 2020-21 there was £0.059m of expenditure against the designated fund to support the development of the digital strategy, bringing the total designated funds at the end of the year to £0.328m. This leaves £2.692m of general unrestricted funds which the Trustees are free to use in accordance with the Company's charitable objectives and which is within the reserves policy target range.

As a result of the Covid-19 impact on delivery of its programmes, the organisation has finished the year with considerable restricted fund balances which are carried forward for activity in 2021-22. These existing restricted reserves and future expected restricted funding will continue to help fund the Primary Schools and Street programmes. A further £0.539m of unrestricted reserves will be required, to supplement the restricted reserves, to cover 12 months of other planned, unfunded programmes. The Trustees agree that the current level of reserves is appropriate for the short-medium term and in light of the ongoing uncertainty of the Covid-19 pandemic.

**INVESTMENT POLICY**

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

## TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

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

### **4) FUTURE PLANS AND STRATEGY**

Our current period of strategic focus is 2020-24 and as such the strategy maintains our commitment to our mission in helping children to play, learn and develop through cricket. We will concentrate on doing so via our Schools and Street programmes; these are major priorities for future focus and investment.

We have assessed our strategic objectives across all areas of our work in-light of COVID-19 and remain steadfast that whilst there will inevitably be further challenges ahead, we are as determined as ever to continue to help children and young people through maintaining a laser-like focus on State schools and disadvantaged communities via our Street work.

We have already learned much as a result of COVID-19 and notably our ability to remain agile as we respond has been one of our greatest assets. There are still some uncertainties ahead, and we anticipate further challenges in fundraising, but our programmes have survived the worst of the pandemic and the experience has made us more determined than ever to recover and reinvent stronger.

Our fundraising strategy continues to focus on diversifying our income, particularly with corporate partners and individual supporters. We now aim to grow our private income to £3m by 2025.

Operationally our aim is still to reach 1 million children a year by 2025 through our programmes, both with physical delivery and an increased ability to enable cricket participation digitally.

Our improved schools programme in partnership with, and to complement ECB's Inspiring Generations Strategy, has started but at a similar level to pre-pandemic as there is still uncertainty over the longer-term financial security of the game.

Our aim for Street is to extend our partnership with Sport England and further to continue the programme in the longer-term to reach communities where we are currently unable to – largely due to a lack of funding. Our data shows that there are many schools in areas of the country, particularly disadvantaged areas where there is a strong interest in cricket but no community cricket opportunities locally. Our aim is to continue to work towards plugging this gap.

In order to remain agile in 2021/22 we have developed the following as enhancements to our approach to delivery:

- **Virtual Coaching and Programmes** – An offer to support all situations. Virtual sessions can be delivered remotely by coaches across all our programmes. This support includes a series of pre-recorded, online sessions which coaches and teachers can use to aid delivery either direct into schools or the home environment. The scope across the whole programme also incorporates delivery of virtual inductions, assemblies, competition and Teacher CPD – meaning the 'Whole School Programme' components can be supported. Worth with Youth Sport Trust on redeveloping the content has also now put a 'life skills' learning focus within the Play resources, allowing coaches to deliver what is important to young people right now.

## TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021

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- **Virtual Leadership** - In partnership with the Youth Sport Trust, a Virtual Leadership Programme has been developed to enable the Girls Secondary School Programme to continue regardless of any restriction, as the training course moves online. Usually this is delivered face-to-face, and this is still the preferred option, but this option ensures the programme can continue if this is not possible. Additionally, the course is available to other Secondary Schools not part of the programme, extending our reach further and identifying new schools for future direct delivery.
- **Coach Training** – Blended delivery approach. Our new training programme, supported by Youth Sport Trust, utilises a 'blended learning' approach, meaning that coaches will be able to access both online and face to face delivery. A host of webinar based workshops will support practical face to face modules, meaning that we can engage coaches effectively over a longer period of time. The F2F elements are also able to be adapted for online delivery, should this be necessary.
- **Programme philosophy, I/We/You Coach & 'Coaching Characters'** – As part of redeveloping the digital content for teachers, we have outlined two philosophical changes to the programme which have been incorporated into the new resources. The first of these, 'I/We/You Coach' is a principle behind how we support teachers on their journey through the programme – from being dependent on coaches to having the skills to lead themselves. Coaches will be trained on how to apply this in action, and support teachers as mentors. 'Coaching Characters' are an evolution of the existing CTS themes, e.g. 'Cool Catcher'. Each theme now has a designed character within the resources, who is the focal point for the lesson. The idea being that children learn the skills to become the 'Cool Catcher' or the 'Brilliant Bowler' and develop all of the skills to become a 'Confident Cricketer' along the way.

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

Particular thanks to our generous individual supporters and our corporate supporters including NatWest, Yorkshire Tea, Lifebuoy, BGC, Vestey Holdings, London Stock Exchange Group, Lloyds of London and M&C Saatchi. Trusts and foundations including The Angus Lawson Memorial Trust, Buffini Chao Foundation, Garfield Weston Foundation, The Harpur Trust, The John Armitage Charitable Trust, John Lyon's Charity, Monday Charitable Trust and Newby Trust.

**TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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**5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY**

Chance to Shine Foundation Ltd is a registered charity and a company limited by guarantee. The liability of its Members in the event of an insolvent liquidation is limited to a contribution of £1.

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

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

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

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

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

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

Chance to Shine Foundation Ltd's primary activities are the Chance to Shine Schools and Chance to Shine Street programmes, details of which are on page 7.

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

## **6) STUCTURE, GOVERNANCE AND MANAGEMENT**

### **THE TRUSTEE DIRECTORS**

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

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

### **TRUSTEE DIRECTOR APPOINTMENTS AND RESIGNATIONS**

There were no Trustee appointments or resignations during the year.

### **SPORT ENGLAND GOVERNANCE CODE**

Chance to Shine achieved compliance on 6 March 2018 with the Code for Sports Governance published by UK Sport and Sport England. Compliance with the Code for Sports Governance is a requirement of Sport England funding to Chance to Shine. Chance to Shine has a dedicated governance section on our website which demonstrates our ongoing compliance with the Code. [www.chancetoshine.org/governance](http://www.chancetoshine.org/governance)

### **AUDITORS**

Sayer Vincent LLP were appointed as auditors of the Company.

### **TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION**

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

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

**TRUSTEES DIRECTORS' REPORT – year ended 30 September 2021**

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

The Investment Committee oversees the investment policy for Chance to Shine's cash and other monetary assets, which is agreed by the Board, and monitors the performance of the investments. Caspar Rock chaired this committee throughout the year.

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

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

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

**EXECUTIVE AND SENIOR MANAGEMENT**

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

**RISK MANAGEMENT**

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

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

**TRUSTEES DIRECTORS' REPORT – year ended 30 September 2021**

Risk identified	Action taken to mitigate risk
Racism and the reputation of cricket	<p>Develop Equity, Diversity and Inclusion (EDI) Strategy</p> <p>Develop a Diversity and Inclusion Action plan in line with new requirements of the Code for Sports Governance</p> <p>EDI training for staff and wider coaching workforce</p> <p>Communication with coaches, supporters and public press release highlighting CTS position and action plan</p>
COVID-19	<p>Operations – Virtual delivery options developed for all programmes will enable continued engagement of participants during different levels of restrictions related to COVID-19.</p> <p>Fundraising - Implementation of online events to offset reduction in income, enhanced stewardship of existing supporters and regular strategic and operational discussions with major funders specific to COVID-19.</p> <p>Staff – Implementation of effective working from home policy if and when the CTS office is inaccessible.</p>
Strategy becomes mis-aligned with that of key funding partners.	<p>Maintain close and regular contact with key stakeholders.</p> <p>Meetings with England and Wales Cricket Board (ECB) and Sport England to discuss key strategic decisions relevant to both organisations.</p> <p>CTS is an integral part of ECB's Inspiring Generation's Strategy 2020-24. Supporting in particular the three key pillars of: Engage children and young people, Make cricket accessible and Transform women's and girls' cricket.</p>
Fundraising Target is not reached.	<p>Implement CTS fundraising strategy 2019-24, underpinned by an annual plan with targets reviewed periodically by Trustees.</p> <p>Ongoing monitoring of government sport policy and potential implications for future funding for CTS.</p>
Incident at a CTS session or event. (e.g. serious injury or safeguarding)	<p>All CTS coaches are required to have ECB CA membership that provides personal and public liability cover, Disclosure and Barring Service clearance and mandates risk assessment and safety design of sessions.</p> <p>Chance to Shine has a Child Protection Policy developed in collaboration with the ECB and embedded in partnership agreements with delivery partners.</p>
The quality of activities delivered is not of the standard associated with Chance to Shine's brand.	<p>Minimum quality standards are set for County Boards in signed partnership agreements, including requirement to ensure coaches are qualified, trained and attend ECB's working in schools course.</p> <p>Regular feedback requested to assess programme quality, including external, independent spot checks.</p> <p>End of year reviews are held with Regional Managers and County Boards to analyse quality of delivery.</p>

**TRUSTEE DIRECTORS' REPORT – year ended 30 September 2021**

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**7) RESPONSIBILITIES**

**STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES**

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

**STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS**

So far as each of the Trustee Directors is aware, there is no relevant information that has not been disclosed to the Company's auditors and each of the Trustee Directors believes that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the Company's auditors have been made aware of that information.

**FINANCIAL STATEMENTS**

The Trustee Directors confirm that the accompanying financial statements comply with statutory requirements, the requirements of the Companies Act 2006 and the Statement of Recommended Practice ("SORP").

In preparing this report, the trustees have taken advantage of the small companies exemptions provided in Section 415A of the Companies Act 2006.

Approved by the Board of Trustee Directors of Chance to Shine Foundation Ltd on 31 January 2022 and signed on its behalf by:



Sir DH Brydon  
Director

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

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**Opinion**

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 September 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

**Basis for opinion**

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

**Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Chance to Shine Foundation Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other Information**

The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves.

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

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If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

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

**Matters on which we are required to report by exception**

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

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

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

**Responsibilities of trustees**

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

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

**Auditor's responsibilities for the audit of the financial statements**

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

**Capability of the audit in detecting irregularities**

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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

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**Use of our report**

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

**Jonathan Orchard (Senior statutory auditor)**

**23 February 2022**

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

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

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 30 September 2021**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	2020/21 Total Funds £'000	2019/20 Total Funds £'000
<b>Income from:</b>					
Donations, grants and legacies	<b>2</b>	1,020	3,102	<b>4,122</b>	4,726
Activities for raising funds	<b>3</b>	600	-	<b>600</b>	489
Investment income	<b>5</b>	22	-	<b>22</b>	25
<b>Total income</b>		<b>1,642</b>	<b>3,102</b>	<b>4,744</b>	5,240
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Costs of generating voluntary income	<b>8</b>	267	475	<b>742</b>	690
Fundraising trading	<b>9</b>	186	-	<b>186</b>	206
Charitable activities	<b>10</b>	219	3,235	<b>3,454</b>	3,228
<b>Total resources expended</b>		<b>672</b>	<b>3,710</b>	<b>4,382</b>	4,124
Reserves transfer		(410)	410	-	-
<b>Net movement in funds</b>		560	(198)	<b>362</b>	1,116
<b>Fund balance brought forward at 1 October 2020</b>		2,460	3,031	5,491	4,375
<b>Fund balance carried forward at 30 September 2021</b>		<b>3,020</b>	<b>2,833</b>	<b>5,853</b>	<b>5,491</b>

The notes on pages 28 to 40 form part of these accounts.

**BALANCE SHEET**  
**AT 30 September 2021**

	Notes	Group 2021 £'000	Group 2020 £'000	Company 2021 £'000	Company 2020 £'000
<b>Current assets</b>					
Stock		3	3	-	-
Debtors	15	1,157	1,104	1,051	1,094
Bank and other cash deposits	16	5,281	5,013	4,798	4,557
<b>Total current assets</b>		6,441	6,120	5,849	5,651
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	17	(588)	(629)	(364)	(437)
<b>Total assets less current liabilities</b>		5,853	5,491	5,485	5,214
Creditors: amounts falling due after more than one year		-	-	-	-
<b>Total net assets</b>		5,853	5,491	5,485	5,214
Represented by:					
Restricted funds	18	2,833	3,031	2,833	3,031
Unrestricted funds	18	2,692	2,073	2,324	1,796
Designated fund	18	328	387	328	387
<b>Total funds</b>		5,853	5,491	5,485	5,214

The company's result as a single entity was: income £4,463,000 and a surplus of £271,000 (2019/20: income £5,123,000 surplus £1,212,000).

The notes on pages 28 to 40 form part of these accounts.

The financial statements were approved and authorised for issue by the Board of Trustee Directors on 31 January 2022 and signed on their behalf by:



.....  
Sir DH Brydon

Chairman



.....  
SJ O'Connor

Director

Company registration number: 06441426 (England and Wales)

**CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 September 2021**

		<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
<b>Net cash inflow/(outflow) from operating activities</b>	<b>C1</b>	246	833
<b>Investing activities</b>			
Investment income receipts		22	25
<b>Increase/(decrease) in cash in the year</b>	<b>C2</b>	<u>268</u>	<u>858</u>

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

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Net incoming/(outgoing) resources	362	1,116
Investment income	(22)	(25)
Increase/(decrease) in stock	-	-
Decrease/(increase) in debtors	(53)	(69)
Increase/(decrease) in creditors	(41)	(189)
Net cash inflow/(outflow) from operating activities	<u>246</u>	<u>833</u>

**C2 Analysis of changes in net cash resources**

	<b>30 Sep 2020 £'000</b>	<b>Cash- Flow £'000</b>	<b>30 Sep 2021 £'000</b>
Current accounts	<u>5,013</u>	<u>268</u>	<u>5,281</u>

The notes on pages 28 to 40 form part of these accounts.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

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**1 Accounting policies**

**1.1 Basis of preparation**

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

**1.2 Going Concern**

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The review of our financial position, reserves level, bank balances, budgets, cash flow forecasts, future plans and assessment of risks, including those posed by Covid-19, gives the trustees confidence the charity remains a going concern for the foreseeable future.

**1.3 Critical accounting judgements and estimates**

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income, expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**1.4 Cash at bank and in hand**

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

**1.5 Stock**

Stocks are valued at the lower of cost and net realisable value.

**1.6 Financial instruments**

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

**1.7 Debtors and prepayments**

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

**1.8 Creditors and provisions**

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

**1.9 Foreign currency translation**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

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**1.10 Group accounts**

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

**1.11 Fund policy**

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

**1.12 Employee benefits**

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

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

**1.13 Pensions**

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

**1.14 Incoming resources**

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

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

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

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

Investment income is recognised on a receivable basis.

**1.15 Resources expended**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

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- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Support costs include staff, office administration and other overhead costs and have been allocated to activities on a basis consistent with the use of resources.
- Other expenditure represents governance costs including those incurred in the governance of the Group and its assets and are primarily associated with constitutional and statutory requirements.
- Donated goods and services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at values estimated to equal the expense saved. Voluntary income and the analysis of expenditure do not include the contribution of volunteers, or the value of discounts on purchases, unless the relevant discount clearly represents a charitable donation.
- Any part of a grant to a delivery partner which is not spent in the year for which it was granted, is accounted for as a prepayment and will be subtracted from their next grant payment.

**1.16 Tangible fixed assets**

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

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

Assets individually costing more than £2,000 would be subject to capitalisation under this policy. No assets have been capitalised to date.

**1.17 General information**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

**2 Donations and grants**

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Gifts, donations and grants	1,184	1,125
Legacies	96	154
Donated goods and services	19	-
Gift aid	61	61
England and Wales Cricket Board grants	1,809	2,278
Government grants – Department for Work and Pensions	2	-
Government grants – Sport England	951	1,108
	<u>4,122</u>	<u>4,726</u>

**3 Activities for raising funds**

This income in 2020/21 relates solely to revenue raised by Chance to Shine Enterprises Limited, including trading activities undertaken with commercial partners and from a number of fundraising events.

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Sponsorship agreements	430	429
Fundraising events	170	60
	<u>600</u>	<u>489</u>

**4 Total external fundraising**

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

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Gifts and donations (including gift aid)	1,360	1,340
Commercial and sponsorship income	600	489
Investment income	22	25
	<u>1,982</u>	<u>1,854</u>

**5 Investment Income**

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Interest on bank and other cash deposits	22	25
	<u>22</u>	<u>25</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**
**6 Staff costs and numbers**

	2020/21	2019/20
Average number of employees	22	21
	<b>£'000</b>	<b>£'000</b>
Wages and salaries	901	941
Social security costs	102	101
Pension costs	107	93
Other staff costs	24	50
	<u>1,134</u>	<u>1,185</u>

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

The number of employees at 30 September 2021 was 23 and the average number of employees throughout the year was 22.

The average number of employees, expressed as Full Time Equivalents, was 22 (2019/20: 21). The table below shows these totals by activity:

	2020/21	2019/20
Charitable activities – operations management	7	7
Fundraising trading	2	2
Public relations and communications	3	3
General management, fundraising & finance	10	9
	<u>22</u>	<u>21</u>

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

	2020/21 Total	2019/20 Total
£60,000 to £69,999	1	-
£70,000 to £79,999	2	2
£80,000 to £89,999	1	-
£100,000 to £109,999	-	1

The total employee benefits of the key management personnel of the group were £508,364 (2019/20: £444,105). All of this relates to key management personnel of the charity. The key management personnel of the group during the period are considered to be: Chief Executive, Operations Director, Head of Finance and Resources, Head of Communications and Digital, Head of Partnerships and Fundraising and Head of Impact and Evaluation.

Contributions in the year to the ECB defined contribution Group Pension scheme were £45,286 (2019/20: £30,220) for higher paid employees.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

**7 Trustee Directors' emoluments**

For all other Trustees the total emoluments were £ nil (2019/20: £nil). No trustee was reimbursed expenses and there were four Trustee Board meetings during the year (2019/20: four).

**8 Costs of generating voluntary income**

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Staff costs	573	571
Office and administration costs	73	58
Public relations and communications	26	28
Fundraising expenses	70	33
	<u>742</u>	<u>690</u>

**9 Fundraising trading**

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Fundraising event costs	72	78
Commercial activities	16	15
Staff costs	82	91
Office and administration costs	16	22
	<u>186</u>	<u>206</u>

**10 Charitable activities**

	<b>2020/21 £'000</b>	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>	<b>2019/20 £'000</b>
Cricket programmes:				
Chance to Shine Schools	2,379		1,681	
Chance to Shine Street	527		888	
Other projects	22		37	
Support costs	<u>488</u>		<u>589</u>	
		3,416		3,195
Governance		38		33
		<u>3,454</u>		<u>3,228</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

**11 Grants to institutions**

Chance to Shine awards grants to their partners to deliver its Schools and Street programmes. All grants are made to institutions, which include all the County Cricket Boards, and no grants are made to individuals. The total of grants made to the 39 (2019/20: 39) institutions was £3,147,000 (2019/20: £2,398,000) in the following ranges:

	2020/21	2019/20
£0 to £49,999	Cambridgeshire, Cornwall, Cricket East, Cricket Scotland, Cumbria, Dorset, Herefordshire, Isle of Wight, Lincolnshire, Norfolk, Northamptonshire, Oxfordshire, Shropshire, Streetgames, Suffolk, TSA Sports, Wiltshire	Buckinghamshire, Cambridgeshire, Cornwall, Cricket East, Cumbria, Derbyshire, Devon, Dorset, Herefordshire, Hertfordshire, Isle of Wight, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Northumberland, Nottinghamshire, Oxfordshire, Shropshire, Somerset, Suffolk, Wiltshire, Worcestershire
£50,000 to £99,999	Berkshire, Buckinghamshire, Cheshire, Derbyshire, Devon, Durham, Hampshire, Hertfordshire, Kent, Leicestershire, Northumberland, Nottinghamshire, Somerset, Staffordshire, Sussex, Worcestershire	Berkshire, Cheshire, Durham, Essex, Gloucestershire, Hampshire, Kent, Staffordshire, Streetgames, Sussex
£100,000 to £149,999	Cricket Wales, Essex, Gloucestershire	Cricket Wales
£150,000 to £199,999	Surrey, Warwickshire	Surrey, Warwickshire, Yorkshire
£200,000 to £249,999	Middlesex, Yorkshire	Lancashire, Middlesex
£250,000 to £299,999	Lancashire	

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**

**12 Allocation of support costs and overheads**

	<b>Governance £'000</b>	<b>Charitable Activities £'000</b>	<b>Fundraising trading £'000</b>	<b>Voluntary Income £'000</b>	<b>2020/21 Total Allocated £'000</b>
Staff costs -					
Wages and salaries	11	357	67	466	901
Other costs	2	109	15	107	233
Office & admin costs	3	22	16	73	113
	16	488	98	646	1,247

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

	<b>Governance £'000</b>	<b>Charitable Activities £'000</b>	<b>Fundraising trading £'000</b>	<b>Voluntary Income £'000</b>	<b>2019/20 Total Allocated £'000</b>
Staff costs -					
Wages and salaries	10	391	74	466	941
Other costs	2	120	17	105	244
Office & admin costs	1	78	22	58	159
	13	589	113	629	1,344

**13 Other costs**

	<b>2020/21 £'000</b>	<b>2019/20 £'000</b>
Auditors' remuneration - current year	18	17
- prior year	-	-
- non-audit services	1	1

**14 Subsidiary undertaking**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**
**Subsidiary undertaking (cont.)**

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

	<b>2021 £'000</b>	<b>2020 £'000</b>
Turnover	600	489
Direct costs	(99)	(104)
<b>Gross profit</b>	<u>501</u>	<u>384</u>
Administrative expenses	(92)	(107)
Management charge payable to parent undertaking	(41)	-
<b>Profit for the financial year</b>	<u>368</u>	<u>277</u>
<b>Retained earnings</b>		
Total retained earnings brought forward at 1 October 2020	277	373
Profit for the financial year	368	277
Distribution under Gift Aid to parent charity	(277)	(373)
<b>Total retained earnings carried forward at 30 September 2021</b>	<u>368</u>	<u>277</u>
<b>Aggregate of assets and liabilities and reserves</b>		
Assets	619	482
Liabilities	(251)	(205)
<b>Reserves</b>	<u>368</u>	<u>277</u>

**15 Debtors**

	<b>Group</b>		<b>Company</b>	
	<b>2021 £'000</b>	<b>2020 £'000</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
Amount due from subsidiary	-	-	-	-
Voluntary income receivable	2	-	2	-
Fundraising events	50	9	-	-
Bad debt provision	(7)	(8)	-	-
Gift Aid receivable	11	19	11	19
Commercial activities	60	-	-	-
Prepayments	833	726	830	722
Accrued income	207	356	207	352
Other debtors	1	2	1	1
	<u>1,157</u>	<u>1,104</u>	<u>1,051</u>	<u>1,094</u>

Prepayments include amounts recoverable from County Cricket Board grants, due to underspend in Board projects of £769,000 (2019/20: £636,000) that will be offset against future funding. Accrued income includes £nil (2019/20: £195,000) of match funding due from the England and Wales Cricket Board as a result of private fundraising efforts during the year. Legacies due that have not been accrued at year end are estimated to be a minimum of £30,000.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**
**16 Bank and other cash deposits**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Current accounts	2,916	2,668	2,433	2,212
Fixed term deposit and notice accounts (< 1 year)	2,365	2,345	2,365	2,345
	<u>5,281</u>	<u>5,013</u>	<u>4,798</u>	<u>4,557</u>

**17 Creditors: Amounts falling due within one year**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Amount due to subsidiary	-	-	26	13
Deferred income	174	123	-	-
Taxation & social security	39	28	-	-
Other creditors	274	427	247	383
Accruals	101	51	91	41
	<u>588</u>	<u>629</u>	<u>364</u>	<u>437</u>

**Deferred income analysis**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Brought forward	123	312	-	-
Released in year	(115)	(311)	-	-
New deferrals	166	122	-	-
Carried forward	<u>174</u>	<u>123</u>	<u>-</u>	<u>-</u>

**18 Movement in funds**

	<b>Reserves brought forward</b>	<b>Income 2020/21</b>	<b>Costs 2020/21</b>	<b>Reserves Transfer In/(Out)</b>	<b>Reserves Carried Forward</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Restricted funds</b>					
Chance to Shine	1,887	23	334	-	1,576
Chance to Shine Schools	-	95	505	410	-
Chance to Shine Street	-	224	56	-	168
Primary Schools (ECB)	754	1,809	2,032	-	531
Street (Sport England)	390	951	783	-	558
	<u>3,031</u>	<u>3,102</u>	<u>3,710</u>	<u>410</u>	<u>2,833</u>
<b>Unrestricted funds</b>					
General funds	2,073	1,642	613	(410)	2,692
Designated fund	387	-	59	-	328
<b>Total funds</b>	<u>5,491</u>	<u>4,744</u>	<u>4,382</u>	<u>-</u>	<u>5,853</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**
**Movement in funds (cont.)****Movement in funds prior year**

	<b>Reserves brought forward £'000</b>	<b>Income 2019/20 £'000</b>	<b>Costs 2019/20 £'000</b>	<b>Reserves Transfer In/(Out) £'000</b>	<b>Reserves Carried Forward £'000</b>
<b>Restricted funds</b>					
Chance to Shine	1,631	461	205	-	1,887
Chance to Shine Schools	-	27	379	352	-
Chance to Shine Street	-	129	383	254	-
Primary Schools (ECB)	-	2,083	1,329	-	754
Secondary Portal	26	-	26	-	-
Street (Sport England)	79	1,108	797	-	390
	<b>1,736</b>	<b>3,808</b>	<b>3,119</b>	<b>606</b>	<b>3,031</b>
<b>Unrestricted funds</b>					
General funds	2,239	1,432	727	(871)	2,073
Designated fund	400	-	278	265	387
<b>Total funds</b>	<b>4,375</b>	<b>5,240</b>	<b>4,124</b>	<b>-</b>	<b>5,491</b>

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with the Company's charitable objectives. During the period there was expenditure of £59,000 against the designated fund for the development of our digital strategy and £410,000 was transferred to cover the costs restricted to the Chance to Shine Schools programmes.

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

The Chance to Shine Schools restricted fund represents income and costs restricted to the Chance to Shine Schools programme. £410,000 was transferred from unrestricted funds to cover costs on the programme.

The Chance to Shine Street restricted fund represents income and costs restricted to the Chance to Shine Street programme.

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

Secondary Portal restricted fund is funding from Sport England to develop secondary school resources on our teacher portal.

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**
**19 Analysis of net assets between funds**

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>Total funds £'000</b>
Funds balance at 30 September 2021 are represented by:			
- Net current assets	3,020	2,833	5,853
	<u>3,020</u>	<u>2,833</u>	<u>5,853</u>

	<b>Unrestricted funds £'000</b>	<b>Restricted funds £'000</b>	<b>Total funds £'000</b>
Funds balance at 30 September 2020 are represented by:			
- Net current assets	2,460	3,031	5,491
	<u>2,460</u>	<u>3,031</u>	<u>5,491</u>

**20 Taxation**

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

**21 Related party transactions**

A payment of £2,261 was made to The Sage Group plc, for whom Sir Donald Brydon, Chairman of Chance to Shine Foundation Ltd, was the Chairman until 30 September 2021. This was for accounting software and an associated support package.

Payments of £45,761 was made to The Youth Sport Trust, for whom Alison Oliver, a Trustee of Chance to Shine Foundation Ltd, is the Chief Executive. This was for development of the primary school programme resources.

Payments totalling £9,704 were made to Capital Kids Cricket, for whom Martin Darlow, a Trustee of Chance to Shine Foundation Ltd, is a Director. This was for the delivery of the Hospital Schools Programme. Martin Darlow is also a Director of the England and Wales Cricket Board.

Payments of £183,854 were made to Surrey County Cricket Club Limited, for whom Ebony Rainford-Brent, a Trustee of Chance to Shine Foundation Ltd, is a Director and Laura Cordingley, Chief Executive of Chance to Shine Foundations Ltd, is a Non-Executive Director. £156,890 related to grant funding to Surrey Cricket Foundation and £26,964 was for the rental of office space.

The total amount of donations received from Trustees in the year was £33,596 (2019/20: £38,397).

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 September 2021**
**22 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 30 SEPTEMBER 2020**

	Unrestricted Funds £'000	Restricted Funds £'000	2019/20 Total Funds £'000
<b>Income from:</b>			
Donations and grants	918	3,808	<b>4,726</b>
Activities for raising funds	489	-	<b>489</b>
<b>Investment income</b>	25	-	<b>25</b>
<b>Total income</b>	<b>1,432</b>	<b>3,808</b>	<b>5,240</b>
<b>Expenditure on:</b>			
<b>Raising funds</b>			
Costs of generating voluntary income	342	348	<b>690</b>
Fundraising trading	206	-	<b>206</b>
<b>Charitable activities</b>	457	2,771	<b>3,228</b>
<b>Total resources expended</b>	<b>1,005</b>	<b>3,119</b>	<b>4,124</b>
Reserves transfer	(606)	606	-
<b>Net movement in funds</b>	<b>(179)</b>	<b>1,295</b>	<b>1,116</b>
<b>Fund balance brought forward at 1 October 2019</b>	<b>2,639</b>	<b>1,736</b>	<b>4,375</b>
<b>Fund balance carried forward at 30 September 2020</b>	<b>2,460</b>	<b>3,031</b>	<b>5,491</b>

**23 Sport England grant income and expenditure**

	2020/21 £'000	2019/20 £'000
Grants receivable	951	1,108
Chance to Shine Schools	-	26
Chance to Shine Street	527	584
Direct programme costs	159	132
Administrative expenses	97	81
<b>Total expenditure</b>	<b>783</b>	<b>823</b>