Company Registration No: 06441426
Charity Registration No: 1123385

CHANCE TO SHINE
Inspiring young people through cricket

CHANCE TO SHINE FOUNDATION LTD

A charitable company limited by guarantee

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2024

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CHANCE TO SHINE FOUNDATION LTD

LEGAL AND ADMINISTRATIVE INFORMATION
- year ended 30 September 2024

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

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

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

Chief Executive: Kate Stephens (appointed 30 September 2024)
Key Management Personnel: Vanessa Greene, Ross Jeavons, Steve Peyman, Nicholas Platt

President: Lord King of Lothbury KG GBE FBA
Vice-Presidents: Mark Nicholas, Sir Tim Rice, in memory of Duncan Fearnley
Honorary Life Vice-President: Sir Donald Brydon
Honorary Vice-Presidents: Graham Able, Nick Anstee, Adrian Beecroft, John Dodge, Simon Dyson, Charlotte Edwards CBE, Peter Gale, Garri Jones, Wasim Khan MBE, Judy Knappett, Tim O'Gorman, Russell Perry, Ebony Rainford-Brent MBE, Caspar Rock, Mike Soper, Oliver Stocken CBE, Luke Swanson

Company registration number:	06441426 (Registered in England & Wales)
Charity registration number:	1123385 (Registered in England & Wales)
Registered Office:	The Kia Oval London SE11 5SW
Secretary:	MSP Corporate Services Limited 27-28 Eastcastle Street London W1W 8DH
Auditors:	Sayer Vincent LLP 110 Golden Lane London, EC1Y 0TG
Bankers:	Barclays Bank Plc Swiss Cottage St John's Wood London NW8 9TJ

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

1) OBJECTIVES AND ACTIVITIES

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

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

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

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

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

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

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

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

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

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

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

2) ACHIEVEMENTS AND PERFORMANCE

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

DELIVERING AGAINST OUR OBJECTIVES

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

Primary Schools

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

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

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

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

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

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

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

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

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

Coach Training

- **Schools**

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

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

- **Street**

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

Girls Secondary School Programme

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

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

Chance to Compete Outdoor Competition

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

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

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

Girls Regional Finals:

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

Year 7 Mixed County Finals

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

Chance to Compete Indoor Competition

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

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

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

Cricket Scotland

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

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

Hospital Schools

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

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

National Cricket Week (NCW)

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

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

Chance to Shine Open Days

- **MCC:**

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

- **Gloucester County Cricket Club and Gloucestershire Cricket Foundation:**

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

Street Programme

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

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

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

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

Street Regional & National Finals

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

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

Lead your Ship

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

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

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

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

Youth Advisory Board

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

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

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

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

OUR IMPACT

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

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

Creating Opportunities to Play

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

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

Physical Wellbeing

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

Personal, Mental and Social Wellbeing

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

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

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

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

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

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

COMMUNICATIONS

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

Website Development

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

Chance to Shine Portal

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

Media Outreach

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

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

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

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

Wider Content Production and Support

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

Audience Research

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

FUNDRAISING

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

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

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

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

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

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

Sport England gave £0.985m towards the Street programme.

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

DIVERSITY

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

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

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

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

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

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

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

3) FINANCIAL REVIEW

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RESERVES POLICY

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

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

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

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

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

INVESTMENT POLICY

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

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

4) FUTURE PLANS AND STRATEGY

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

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

Success will see:

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

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

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

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

5) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

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

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

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

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

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

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

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

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

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

6) 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

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

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

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

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

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

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

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

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

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

CODE FOR SPORTS GOVERNANCE

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

AUDITORS

Sayer Vincent LLP were reappointed as auditors of the Company.

TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITES AND DELEGATION

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

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

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

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

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

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

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

EXECUTIVE AND SENIOR MANAGEMENT

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

RISK MANAGEMENT

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

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

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

7) RESPONSIBILITIES

STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES

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

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

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

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

In so far as the trustees are aware:

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

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

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

Auditor

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

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

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

Tim Score
Director

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

Opinion

We have audited the financial statements of Chance to Shine Foundation Ltd (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 30 September 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 September 2024 and of the group's resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

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

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.

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

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

Capability of the audit in detecting irregularities

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

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

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

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

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

Use of our report

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

Sayer Vincent LLP

Jonathan Orchard (Senior statutory auditor)

6 February 2025

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

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

CHANCE TO SHINE FOUNDATION LTD

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

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

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

BALANCE SHEET
AT 30 September 2024

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

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

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

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

T Score

Chair

D Walker

Director

Company registration number: 06441426 (England and Wales)

CHANCE TO SHINE FOUNDATION LTD

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 September 2024

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

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

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

C2 Analysis of changes in net cash resources

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

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

1 Accounting policies

1.1 Basis of preparation

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

1.2 Going Concern

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

1.3 Critical accounting judgements and estimates

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

1.4 Cash at bank and in hand

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

1.5 Financial instruments

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

1.6 Debtors and prepayments

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

1.7 Creditors and provisions

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

1.8 Foreign currency translation

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

1.9 **Group accounts**

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

1.10 **Fund policy**

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

1.11 **Employee benefits**

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

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

1.12 **Pensions**

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

1.13 **Incoming resources**

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

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

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

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

Investment income is recognised on a receivable basis.

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

1.14 **Resources expended**

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

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

1.15 **Tangible fixed assets**

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

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

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

1.16 **General information**

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

2 Donations and grants

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

3 Activities for raising funds

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

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

4 Total external fundraising

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

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

5 Investment Income

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

6 Staff costs and numbers

	2023/24	2022/23
Average number of employees	27	26

	£'000	£'000
Wages and salaries	1,236	1,227
Social security costs	136	136
Pension costs	128	134
Other staff costs	45	43
	1,545	1,540

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

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

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

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

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

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

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

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

7 Trustee Directors' emoluments

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

8 Total resources expended

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

Total resources expended (cont.)

Total resources expended prior year

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

9 Grants to institutions

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

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

10 Other costs

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

11 Tangible fixed assets – Group and Company

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

12 Subsidiary undertaking

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

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

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

13 Debtors

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

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

14 Bank and other cash deposits

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

15 Creditors: Amounts falling due within one year

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

Creditors: Amounts falling due within one year (cont.)

Deferred income analysis

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

16 Movement in funds

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

Movement in funds prior year

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

Movement in funds (cont.)

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

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

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

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

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

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

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

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

17 Analysis of net assets between funds

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2024 are represented by:				
- Net assets	3,135	1,417	810	5,362
	3,135	1,417	810	5,362

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Total funds £'000
Funds balance at 30 September 2023 are represented by:				
- Net assets	3,568	1,600	1,168	6,336
	3,568	1,600	1,168	6,336

18 Taxation

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

19 Related party transactions

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

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

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

20 COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 SEPTEMBER 2023

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