

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

**THE CRICKET FOUNDATION**  
**A company limited by guarantee**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE PERIOD ENDED 31 MARCH 2009**

## THE CRICKET FOUNDATION

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## THE CRICKET FOUNDATION

### LEGAL AND ADMINISTRATIVE INFORMATION

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#### Trustee Directors 2008/9

A Beecroft (Chairman)  
G Able  
J Dodge  
C D Fearnley  
P Gale  
F J Josling  
K Mann  
T J O’Gorman  
R Perry  
M Soper  
A T Wyles

During the year the following served as Trustee Directors:

N Bhatia  
M W Gatting

**Company registration number** 06441426  
**Charity registration number** 1123385

**Registered Office** Lord’s Cricket Ground  
St John’s Wood  
London  
NW8 8QZ

**Secretary** London Registrars plc  
89 Fleet Street  
London  
EC4Y 1DH

**Auditors** Saffery Champness  
Lion House  
Red Lion Street  
London  
WC1R 4GB

**Solicitors** Forsters LLP  
31 Hill Street  
London  
W1J 5LS

**Bankers** Barclays Bank Plc  
Swiss Cottage  
St John’s Wood  
London NW8 9TJ

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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The Trustee Directors present the annual report and financial statements of the company for the period 30 November 2007 (the date of incorporation) to 31 March 2009.

#### **1) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY**

The Cricket Foundation, established in 1981 as a Charitable Trust (Registered Charity No: 326202) and reconstituted in 1996, has undergone the process to operate as a company limited by guarantee, a new company having been incorporated on 30 November 2007 for the purpose. On 6 April 2008, all of the Cricket Foundation's assets and liabilities were formally transferred to the new company (Registered Company No: 06441426) from which date the company began activities. The new company is also known as the Cricket Foundation (Registered Charity No: 1123385) and is responsible to the Charity Commission. The governance of the Cricket Foundation is entrusted to the Trustees who act as the Board of Directors of the new company.

Bound by its Memorandum and Articles of Association, the Cricket Foundation is required to allocate its funding for charitable purposes in the pursuit of cricket and education. Working closely with Foundation Solicitor Charles Pike, of Forsters LLP, the Chairman and Trustee Directors have ensured that the funding award areas and criteria are in line with the Memorandum and Articles.

Since 2005, the *Chance to shine* campaign, the Cricket Foundation's initiative to regenerate competitive cricket in state schools, has been established as the Cricket Foundation's clear priority. Notwithstanding the primacy of *Chance to shine*, the Trustees have also confirmed their intention to retain the Cricket Foundation's existing broad charitable remit and to support in future whatever other activities are deemed appropriate beyond the *Chance to shine* programme.

The two key areas eligible for Cricket Foundation 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 of 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.

All activities within the *Chance to shine* campaign comply with one or more of the terms of reference of the Memorandum of Association.

## **THE CRICKET FOUNDATION**

### **TRUSTEE DIRECTORS' REPORT**

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## **2) STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **THE TRUSTEES / DIRECTORS**

Duncan Fearnley, Peter Gale and Mike Gatting were Members and Trustee Directors at the incorporation of the Cricket Foundation as a company limited by guarantee on 30 November 2007. Adrian Beecroft, John Dodge, John Josling, Tim O’Gorman, Russell Perry and Mike Soper were all appointed as Trustee Directors at the Annual General Meeting held on 3 December 2008, all of whom were also Trustees of the Cricket Foundation as a Charitable Trust. Adrian Beecroft was elected as Chairman on the Board of Trustee Directors of the Company on 3 December 2008. In addition, Graham Able, Natasha Bhatia, Khawar Mann and Toby Wyles were appointed Trustee Directors on 3 December 2008.

Mike Gatting resigned as a Trustee Director on 3 December 2008 and Natasha Bhatia resigned as a Trustee Director on 11 March 2009.

### **TRUSTEE DIRECTOR APPOINTMENTS**

Under the terms of a revised constitution, Trustee Directors of the Cricket Foundation are appointed and re-appointed by their fellow Trustee Directors for their specific expertise in areas relevant to the charity, either in terms of cricket, business, education, legal, financial or fundraising matters. All new Trustee Directors are made familiar with the terms of the charity’s governing document, as well as having the objectives and aims of the charity explained to them. Trustee Directors are assisted in fulfilment of their duties by colleagues with relevant expertise or by the involvement of outside experts.

Trustee Directors are appointed to serve for periods of three years, whilst provision is made to ensure appropriate representation on the Board for the England and Wales Cricket Board (ECB), the Marylebone Cricket Club (MCC) and The Lord’s Taverners.

## THE CRICKET FOUNDATION

### TRUSTEES DIRECTORS' REPORT

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#### TRUSTEE DIRECTOR MEETINGS, RESPONSIBILITIES AND DELEGATION

The Trustee Directors meet three times per year and on any other occasions as judged necessary. Trustee Directors have established an Audit Committee and a Strategy Committee under the respective chairmanships of Peter Gale and Tim O’Gorman. The Audit Committee meets three times per year and the Strategy Committee will meet as required. The purpose of the Audit Committee is to oversee the application of internal controls, performance reporting, external audit of accounts, risk management and related matters, while the Strategy Committee exists to make recommendations on the long-term strategy of the Cricket Foundation. In addition, the Trustee Directors have established an Appeal Committee, under the chairmanship of Adrian Beecroft, that includes some invited members of the business and cricket communities who are not Trustee Directors. The purpose of the Appeal Committee is to identify financial and commercial opportunities in support of fundraising for the *Chance to shine* campaign.

The management of the *Chance to shine* campaign and its cricket development programmes is delegated to Simon Dyson, Executive Chairman of *Chance to shine*. Simon Dyson is supported by Wasim Khan, Cricket Operations Director, and his team of Regional Managers with the direct support of the ECB’s County Boards and their Cricket Development Managers, and by Nick Gandon, who has responsibility for overseeing the general fundraising activities for *Chance to shine*.

The day-to-day management of the Foundation’s affairs outside of *Chance to shine* is delegated to Nick Gandon, as the Director of the Cricket Foundation.

#### STATEMENT OF TRUSTEE DIRECTORS’ RESPONSIBILITIES

Company law requires the Trustee Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company at the year end and of its incoming resources and its resources expended during that year. In preparing those financial statements the Trustee Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee Directors are responsible for keeping proper accounting records which disclose the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Statement of disclosure to auditors

- a) So far as the Trustee Directors are aware, there is no relevant audit information of which the company’s auditors are unaware, and
- b) The Trustee Directors have taken all reasonable steps that they ought to have taken as Trustee Directors in order to make themselves aware of any relevant information and to establish that the company’s auditors are aware of that information.

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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#### RESERVES POLICY AND RISK MANAGEMENT

Total reserves at 31 March 2009 stood at £6.362m, of which £5.474m is committed to the *Chance to shine* programme; the remaining £0.888m is available to be used as the Trustee Directors see fit in accordance with the charitable objectives of the Foundation.

In general terms, the Trustee Directors consider that an ideal level of reserves approximates to one year of expenditure, in order to safeguard the achievement of the Foundation's charitable objectives against a temporary fall in income. In this context, the current level of reserves is regarded as satisfactory, given budgeted levels of expenditure in 2009/10 on *Chance to shine* of £5.1m and on other Foundation objectives of £0.08m.

More particularly, the Trustee Directors are conscious of their responsibility to ensure that any clubs and schools being accepted into the *Chance to shine* programme (currently around 100 clubs and 600 schools per year) can be properly sustained for a period of up to five years. The Trustees' policy is, therefore, that they should be satisfied that they have sufficient means, in terms of current reserves and pledged future income, before accepting new clubs and schools into the programme.

When the *Chance to shine* campaign was launched it was intended to have a five-year fundraising phase, whilst the programme of spending was scheduled to last for a total of eleven years, of which 2005/6 was a Pilot Year. The policy being pursued by the Trustee Directors is that at the end of the fundraising phase, the Foundation should have sufficient actual funds held in reserve and other income pledged to ensure the successful conclusion of the programme. It follows that, in future years, the level of reserves should increase until this position is reached. The Trustee Directors have recognised that given the current difficult economic climate, and the effect that it is having on fundraising by charities, the fundraising phase is now expected to last six years, concluding in 2011/12.

The Trustee Directors have examined the major strategic, business and operational risks which the charity faces and confirm that systems are in place so that these risks can be mitigated. A Risk Register has been prepared by the Audit Committee, which is presented formally for review by the Cricket Foundation Board of Trustee Directors on an annual basis.

#### INVESTMENT POLICY

As permitted by The Cricket Foundation's Memorandum of Association, the Trustee Directors have given the Head of Finance & Resources the discretion to manage the portfolio within an agreed risk profile which aims for long-term growth with low risk to capital.

During the year 2008/9, the investments were only made in fixed interest type deposits, maintaining the agreed low risk profile.

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### TRUSTEE DIRECTORS' REPORT

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#### **3) OBJECTIVES AND ACTIVITIES FOR PUBLIC BENEFIT**

In planning the objectives and activities for the period, the Trustee Directors have 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.

The Cricket Foundation's principal activity is the *Chance to shine* campaign, which was launched in May 2005. The campaign's purpose is to regenerate competitive cricket in state schools by delivering programmes over a ten-year period reaching over two million children in around one-third of the country's state schools. The *Chance to shine* Appeal aims to raise £25 million over five years, money that the Government has been invited to match pound for pound through Sport England and The National Sports Foundation. The money raised will provide more and better opportunities for boys and girls attending Primary and Secondary Schools, and from all communities of our society, to be taught cricket and be enabled to play it regularly in competition at school.

#### ***Chance to shine* - Educating through Cricket**

*Chance to shine* is not designed to unearth international cricketing stars for the future although it will, of course, help in achieving this outcome. In taking cricket into schools, from where the game had in many regards been disappearing, it is inevitable that numbers of youngsters will commit to cricket and, through dedication and talent, ultimately reach the highest standards of which they are capable. *Chance to shine* is a campaign for the education of young people, one that recognises that competitive sport - and cricket in particular - can play a vital part within the education of young people by assisting their personal and social development.

Three clear principles underpin *Chance to shine*. These are as follows:

1. The first principle is that *Schools Matter*. Many schools can no longer offer the broad educational provision for their pupils that once existed, with fewer opportunities to engage in music, theatre, outward-bound and community action programmes, and most particularly, in competitive team sports. These broader activities help equip young people with much-needed skills, values and attitudes.
2. The second principle is that *Competitive Team Sports Matter*. It is our belief that team sports provide invaluable opportunities within the lives of young people at school: opportunities for life-long interests, friendships and enjoyment. Competitive team sports also provide opportunities for young people to learn about themselves and about their peers, opportunities to win, to lose and to contend with what they might perceive to be unfair; they create opportunities to become leaders, team players and strategists. Competitive team sports help children to lead healthy, purposeful and balanced lives and develop confidence and self-esteem.
3. The third principle is that, whilst all competitive team sports matter, *Cricket Matters Most*. It is a unique game with special attributes. Cricket creates an extraordinary dynamic in which players are, of course, team members but also individuals charged with particular responsibilities from which there is no hiding place. Cricket's best traditional values - play hard, play fair - remain highly relevant.

Cricket is a game for everyone - for girls as well as boys; it is also played with great enjoyment by those with disabilities. Above all, cricket is the very best game for engaging all of our major ethnic communities. At a time when political leaders are seeking answers for an integrated, multi-ethnic modern Britain, cricket has a special role to play within volatile and deprived inner-city areas.

## **THE CRICKET FOUNDATION**

### **TRUSTEE DIRECTORS' REPORT**

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It is in recognising the part that competitive cricket can play in enriching the lives of schools, in helping young people to succeed and in developing more robust and cohesive communities that *Chance to shine* is being implemented.

#### **DELIVERING THE VISION**

The *Chance to shine* programmes have been developed in order to create over the course of ten years sustainable cricket cultures in over one third of the nation's schools at both primary and secondary level. Structured programmes of coaching and competition are delivered by qualified coaches engaged, in most cases, by good cricket clubs to a cluster of six to eight local schools – a combination usually of four to six primary schools and two secondary ones. The involvement of the 39 County Cricket Boards is critical to the local delivery of *Chance to shine* programmes.

Before schools become beneficiaries of the *Chance to shine* campaign, each is required to make available within a combination of curriculum and 'After-School' time an average four hours each week of the Summer Term for coaching and competition. Schools are also required to commit to a programme of competitive match-play whereby a minimum of five matches will be played during the Summer Term. Their final obligation lies in committing teachers and other adults to support the coaches and exploit opportunities for further training.

Whilst the *Chance to shine* programme is essentially a 12-week Summer Term programme for schools, it is supplemented by summer holiday activities which, in most cases, are held at the local club where the coaches are based. In creating a partnership between schools and local cricket clubs, *Chance to shine* has created a sense of 'local ownership' of projects and created a means by which boys and girls engaged within the school programme are able to continue their cricketing involvement in junior sections of clubs, thereby ensuring that the benefits of competitive cricket are most fully sustained.

#### **A PROGRAMME THAT IS CLEARLY COSTED**

In delivering the *Chance to shine* programme to schools, the Cricket Foundation provides a structured coaching and competition programme, equipment, facility development (e.g. non-turf pitches, playground markings) and training for teachers and coaches.

In 2008/9, the average annual costs of delivering the programme to each project involving a cricket club and a cluster of local schools were approximately as follows:

- Coaching and local co-ordination - £4,700
- Competitions and travel - £500
- Facility development - £2,000
- Club Delivery Fee - £800
- Equipment, clothing and training - £1,000
- Central and regional operations management - £1,500

The annual cost per project is, therefore, currently around £10,500 per annum.

#### **CREATING PERMANENT CRICKETING CULTURES**

It is entirely understood that the establishing of permanent cricket cultures in schools will not be achieved without continuity from one year to the next. The Trustee Directors have therefore committed to support clubs and schools engaged within *Chance to shine* programmes for up to five years. Proposals have been developed during 2008/9 for processes to be introduced to enable the activities initiated through *Chance to shine* to be sustained, after the period of direct funding by the Cricket Foundation, which may include alternative sources of direct local funding.

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### TRUSTEE DIRECTORS' REPORT

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#### **4) FINANCIAL REVIEW**

##### **FINANCIAL STATEMENTS**

The Trustee Directors confirm that the accompanying financial statements comply with statutory requirements, the requirements of the Companies Act 1985 and the Statement of Recommended Practice ("SORP") "Accounting and Reporting by Charities", 2005.

The financial statements included with this report consolidate the results of the Company and its wholly-owned trading subsidiary Cricket Foundation Enterprises Ltd ('CFE'). A separate statement of financial activities and income and expenditure account is not presented for the Company itself following the exemptions afforded by paragraph 397 of the SORP.

The review which follows is divided into the three component parts of the Foundation's ongoing activity: the *Chance to shine* campaign; the commercial operations of CFE; and other activity of the Cricket Foundation.

##### **1. *Chance to shine***

##### ***Chance to shine* Pledged Income 2008/9**

By July 2009, the Cricket Foundation had obtained committed private funding totalling almost £17m, received or still to be received as cash, in-kind donations or discounted expenditure, from private individuals, trusts, corporate supporters, commercial partners and other bodies, against our private sector target of £25m.

There have been some significant new commitments during the course of the last twelve months, including those from the MCC, being an initial one-year partnership for promoting the Spirit Of Cricket within schools, from Pinsent Masons LLP as a member of the Corporate Supporters Club, an enhanced donation from The Mercers Company and new Patrons and other significant individual donations. A three-year commitment with Barclays Spaces for Sport for our *StreetChance* programme was also achieved, although this will not be reflected in income received until 2009/10. These additional commitments have been partly offset by the re-evaluation of the financial value attributed to our major commercial partnerships, which have been reduced in some cases.

Whilst it is expected that the committed income will be received in future years, the commitments made are not subject to binding agreements.

##### ***Chance to shine* Income 2008/9**

Outside of commercial activities undertaken through CFE and interest earned, a total of £2.742m was generated during the year from a variety of sources, notably from the National Sports Foundation, ECB, the Football Foundation, The Lord's Taverners, individual Patrons, members of the Corporate Supporters Club, charitable trusts and from the general public. Most of the significant donations received during 2008/9 were part of a number of annual payments to be made over three, five or ten years.

Within the context of private funding, the ECB's donation of £1m was part of its overall commitment of £5m; the contributions of individual Patrons are part of an overall minimum contribution of £0.25m – although in some cases the commitment is much greater – to be paid in annual tranches; other individuals, the majority of members of the Corporate Supporters Club and a number of Grant Making Trusts have also committed support to be received over different numbers of years.

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### TRUSTEE DIRECTORS' REPORT

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The £0.327m income received from the National Sports Foundation in 2008/9 follows two earlier contributions of £1m from Sport England and an initial contribution of £2.5m from the National Sports Foundation. The reduced grant in 2008/9 was the result of the National Sports Foundation's change in policy to provide funding to match the timing of *Chance to shine* expenditure as opposed to the receipt of private sector income. As such, a total of £4.8m received to date from Sport England and the National Sports Foundation represents the Government's 50% contribution towards the cumulative cost of *Chance to shine*, and part of an anticipated £25m to be provided over ten years with which to match the £25m that the Cricket Foundation aims to raise.

Interest receivable of £0.217m represented a 2% decrease from 2008 that reflected generally lower interest rates available in the latter half of the year.

#### **Chance to shine Expenditure 2008/9**

During 2008/9, £3.972m was spent in total. The majority of this expenditure, 86% of this sum, was spent in executing the *Chance to shine* programme. The remaining 14% of expenditure was spent in supporting fundraising, PR and administration.

Within the *Chance to shine* programme expenditure, direct costs comprised the costs of co-ordinating *Chance to shine* programmes at a local level, of coaching and competition activities delivered by clubs or by County Boards, of providing non-turf pitches and playground marking facilities and of providing equipment and clothing, training sessions and other training resources. Support costs comprised the costs of the *Chance to shine* Operations management team.

During the year expenditure for *Chance to shine* exceeded income by £1.013m. This deficit is compared to a surplus of £2.881m last year and reflected the expansion in the *Chance to shine* programme activity combined with reduced income from both private and matched funding. Reserves restricted for the *Chance to shine* programme reduced accordingly.

#### **Some Key Ratios relating to Chance to shine Expenditure:**

1. *Cost of Generating Voluntary Income as a % of Voluntary Income: 20% (2008/9: 9%)*

A measure of the costs of management and other expenditure applied to fundraising, publicity, donor management and related administration as a percentage of income from individuals, trusts, corporate supporters, Government and other organizations.

Although there was an increase in staff costs in the administration area, the significant increase in this ratio compared to last year is largely due to the steep reduction in voluntary income.

2. *Support Costs as a % of Total Programme Costs: 13% (2008/9 16%)*

A measure of the costs of the Operations management team as a percentage of the total charitable activities expenditure on the *Chance to shine* programme.

The decrease in this ratio reflected the planned expansion of the *Chance to shine* programme compared to last year, whilst also taking into account an increase in staff costs that included recruitment during the year to provide additional resource for the London & East region and to support the development of a strategy for the long-term sustainability of the *Chance to shine* programme.

All the above figures exclude Cricket Foundation Enterprises Limited.

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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#### 2. CRICKET FOUNDATION ENTERPRISES LIMITED

At the beginning of 2005/6 the Trustees established Cricket Foundation Enterprises Limited, the Cricket Foundation's wholly-owned trading subsidiary, through which to conduct commercial activities in support of *Chance to shine* and other activities taking place within the Cricket Foundation's charitable remit but outside of *Chance to shine*. All income generated to date through Cricket Foundation Enterprises Limited has been donated to support *Chance to shine*.

#### CFE Income and Expenditure 2008/9

Income, excluding interest receivable, of £0.401m included revenues from commercial partnerships with Allianz and Slazenger, from running summer cricket camps in support of the British Army and from fund raising events. Interest receivable totalled £0.005m.

Expenditure relating to commercial partnerships and events totalled £0.241m and legal, marketing and staff costs totalled £0.071m, producing a surplus of £0.095m, which will be gifted to *Chance to shine* during 2009/10.

#### 3. CRICKET FOUNDATION (excluding *Chance to shine*)

##### Income and expenditure 2008/9

In 2008/9 the Cricket Foundation received total unrestricted income of £0.06m, the same as in the previous year. Further, the Cricket Foundation generated income of £0.066m through interest accrued from investing reserves in Treasury bonds and from account interest.

A total of £0.128m was spent on evaluations of the *Chance to shine* programme carried out for the Trustee Directors by the Institute of Youth Sport, and other administration and legal costs.

##### Reserves

During the year income exceeded expenditure by £0.026m, resulting in an unrestricted reserve being carried forward of £0.794m compared with £0.768m in the prior year. It is to be noted that income during the period included the final annual payment of £0.06m made by the ECB to help restore the Cricket Foundation's reserves to levels comparable to those when the Cricket Foundation was re-constituted in 1996 and was embraced by the ECB as its charitable arm.

#### 4. CONSOLIDATED ACCOUNTS 2008/9

Within the consolidation of the Cricket Foundation, *Chance to shine* and Cricket Foundation Enterprises Ltd accounts, the total income for 2008/9 is £3.519m and the total expenditure is £4.412m. This has produced an overall annual deficit of £0.893m. With funds of £7.255m being brought forward from 2007/8, the consolidated accounts report an overall reserve balance being carried forward into 2009/10 of £6.362m.

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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#### **5) ACHIEVEMENTS AND PERFORMANCE**

##### **OUTCOMES FROM *Chance to shine* PROGRAMMES – 2008**

In 2008, the *Chance to shine* programme was delivered to 2,082 schools through coaches engaged with 303 established focus cricket clubs.

The outcomes of the 2008 programme are as follows:

- 1,686 Primary and 396 Secondary schools were engaged in the programme
- 226,844 boys and girls participated in the schools programme in 2008, of whom 45% were girls, 10% were from ethnic minority backgrounds and 4% had special educational needs
- 56,076 hours of coaching were delivered through 29,115 curriculum and extra-curricula sessions, of which 73% of coaching took place during curriculum time
- 38,298 matches were played: 4,612 Inter and 1,500 hard ball matches took place in Secondary Schools; 32,186 Kwik Cricket matches took place in Primary Schools
- 5,057 children, of whom 23% were girls, migrated from *Chance to shine* schools into clubs
- 7,286 extra hours of coaching and competition were delivered to 8,580 boys and girls during holiday and half term camps, of whom 18% were girls
- 27 non-turf pitches and 280 playground markings have been installed.

The contribution of each of the 39 County Boards across England and Wales and their respective Cricket Development Managers has been significant in providing support to the Cricket Operations Director and his Regional Managers. As *Chance to shine* programmes grow year on year, the contribution of the County Boards and their officers will also grow. The involvement of the County Boards is pivotal to the long-term success of the campaign.

#### **ENGAGEMENT OF ENGLAND WOMEN CRICKETERS**

In 2008 eight members of the England Women's Cricket team joined the Cricket Foundation personnel to take on roles as coaches and Ambassadors with a view to strengthening the overall impact of the project but also with a particular focus on developing provision for girls.

#### ***Chance to shine* NATIONAL CRICKET DAY**

Given the increasing scale of *Chance to shine*, it was felt timely in 2008 to initiate *Chance to shine* National Cricket Day. This took place on Tuesday, 20 May 2008 with three particular purposes:

- (i)** to celebrate the third anniversary of *Chance to shine*, consolidate its impact within the participating schools and raise awareness within and beyond the schools;
- (ii)** to bring added value to the schools engaged by providing, in addition to core cricketing activities, a range of web-delivered teaching resources that use the stimulus of cricket to support delivery of the National Curriculum, thereby reinforcing the core educational motivation behind *Chance to shine*;
- (iii)** to use the profile of National Cricket Day as a launch-pad for a fundraising activity, 'The Big Run Chase', aimed specifically at involving the general public.

Although the fundraising element did not prove ultimately to be successful, over 500 primary and secondary schools participated in a day of cricket-related activities in their school including classroom cross-curricular work, staff cricket coaching sessions, intra-matches and festivals.

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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#### INDEPENDENT EVALUATION – INSTITUTE OF YOUTH SPORT

In 2007, the Institute of Youth Sport at Loughborough University was commissioned by the Cricket Foundation to undertake a detailed evaluation of the *Chance to shine* programme. A further evaluation in 2008 continued the broad aim to examine the impact of *Chance to shine* on pupils, teachers and clubs. Amongst the findings of the 2008 evaluation were:

- As was evident in 2007, *Chance to shine* has had a positive impact on the majority of schools involved in the evaluation. The programme has continued to increase cricket provision within schools and engage and enthuse teachers and pupils about cricket.
- *Chance to shine* playground markings were highly valued by the schools who had received them.
- Pupils also discussed extensively how much they liked the coaches, and found them friendly, helpful and supportive; all of which contributed to their enjoyment of the sessions.
- It was also felt by a number of teachers working in schools in challenging areas that the coaches, again due to their position as non teacher, were successful at engaging poorly behaved pupils and encouraging involvement in the lessons.
- *Chance to shine* was felt by a number of teachers to have had a positive impact on attendance in PE. Teachers felt the sessions had been successful at engaging pupils who were not particularly sporty, disliked PE and tended to avoid participation when possible.

#### STREETCHANCE

In March 2008 the Cricket Foundation extended its *Chance to shine* programme to include a new inner-city focused initiative. The 'StreetChance' initiative was developed in collaboration with a range of partners including Barclays Spaces for Sport, Cricket for Change, the Metropolitan Police and Positive Futures and has been delivered in 10 London Boroughs. The aim of the initiative is two-fold: to develop cricket opportunities in both schools and communities in inner-city areas and to also, particularly through community sessions, use cricket as a tool for engaging disaffected young people within these areas and divert 'at risk' young people from anti-social and criminal behaviour.

The school based side of the programme has utilised the existing *Chance to shine* model of delivering cricket during the summer term to an average of 2 secondary schools and 4 primary schools in each of the identified 10 London boroughs. Cricket for Change have been responsible for developing the community based programme at a variety of locations in each of the boroughs. These have usually provided weekly, two-hour cricket sessions that run throughout the year. The Cricket Foundation has committed to a three-year pilot of StreetChance in London and is grateful for additional charitable support from a number of businesses and grant-making trusts.

An evaluation carried out by the Institute of Youth Sport on the StreetChance project in 2008 suggested that:

- The programme is offering some youngsters an alternative activity in the evening in a safe and welcoming environment.
- The ongoing nature of the programme offers the opportunity for staff to develop significant relationships with participants and looks to use these to assist young people to address the broader difficulties they face.
- The integration of more 'mainstream' young people from the schools programme and those with various behaviour and social problems is becoming a positive element of StreetChance.
- If relationships continue to be carefully managed, there is the potential for peers to act as positive role models and assist with developing social inclusion and feelings of belonging in the broader community.

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### TRUSTEE DIRECTORS' REPORT

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#### OTHER SPECIAL PROJECTS

Since launching *Chance to shine* the following Special Projects have been introduced to complement the core cricket activities:

- International School Links Project in collaboration with The British Council through which 20 *Chance to shine* schools are partnered with schools in India for collaborative classroom activity in which cricket is used as a stimulus (October 2006).
- Promotion of The National Literacy Trust's Reading Champions poster campaign using cricketing role-models (May 2006).
- Short-Story and Poetry Writing competitions within *Chance to shine* schools (2006 and 2007).
- Special Project with Great Ormond Street Hospital School, providing cricket activity and other engagement for those that are bed-ridden (September 2007).
- Development with The Prince's Trust of an *x1 project* for disaffected young people, using cricket to stimulate their engagement.
- Facilitation of activity between members of the Corporate Supporters Club and schools, including mentoring for pupils and staff, provision of work experience and playing of cricket matches.
- Development of web-based teaching resources across multiple areas of the National Curriculum, targeting Key Stages 2 and 3 (May 2008).

#### TESTIMONIALS

Our own findings, together with those independently produced by the Institute of Youth Sport, regarding the positive impact being made by engaging over 200,000 young people through cricket in 2008 are complemented by the anecdotal evidence supplied through heart-warming stories of children and teachers working in cheerful collaboration with coaches, of 'difficult' children learning self-discipline, of the shy and unconfident acquiring self-esteem, of boys and girls enjoying cricket together and discovering their potential to be team-players, leaders and strategists.

The following quotations from teachers whose schools took part in *Chance to shine* in 2008 provide a sample of enthusiastic endorsements:

"It has just been fantastic, every single child comes away from the sessions absolutely buzzing. The coach has just been fantastic and the children love it."

"I just think that it is a really brilliant programme and it has raised the profile even in our school and we were quite a keen cricket school already. We have been very lucky with having great coaches with no fuss, they have been great, who have just got on."

"The amount of cricket has increased hugely since *Chance to shine*. Cricket was something we wanted to develop but it has given us the boost and direction to do it. It's been particularly great having experts in just to kick start things really."

"It does really contribute to high quality PE and meeting the outcomes for that framework. The pupils really want to take part, there is never anyone wanting to sit out in cricket."

"It has definitely improved the confidence of pupils, some who would normally hang back are much more willing to get involved."

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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#### **6) CURRENT AND FUTURE PLANS**

##### ***Chance to shine* – 2009 PROGRAMME**

At the time of writing, the 2009 programme is underway with a total of 3200 schools and close to 400 clubs engaged across England and Wales. Particular features of the 2009 programmes are as follows:

##### **MCC Spirit of Cricket**

The MCC and the Cricket Foundation have worked in partnership to deliver the Spirit of Cricket message in approximately 2,400 *Chance to shine* schools in 2009. This is being delivered through the core *Chance to shine* programme, which is focussed on developing sustainable school coaching and competition programmes through strong school/club links.

Three key areas where the MCC and the Cricket Foundation are working in collaboration:

- i. To support an intra-match school structure – each school is provided with a plaque and guidance on arranging competitions
- ii. Delivery of a two-hour Spirit of Cricket message in each school – delivered through coaches
- iii. Delivery of five 'Super Camps' – three day camps incorporating the key Spirit of Cricket messages.

##### ***Chance to shine* National Cricket Day 2009**

Following the positive response to the first *Chance to shine* National Cricket Day in 2008, the event was repeated on 23 June 2009. At the time of writing, it is estimated that around nearly 1000 schools participated. To celebrate the MCC partnership, a Spirit of Cricket competition was launched, asking pupils to design an A3 sized poster that promoted the 'play hard, play fair, have fun' message of the Spirit of Cricket. Other features of the *Chance to shine* National Cricket Day included:

- Pupils presenting a cricket-themed assembly
- Schools designing a logo for the school cricket team in Art lessons
- Staff v students cricket match
- Pupils wearing colours of a cricket playing nation for the day
- Pupils writing biographies of famous cricketers in History lessons
- Cricket festival being run with other local schools

##### ***Chance to shine* – STRATEGY FOR SUSTAINABILITY**

*Chance to shine* will grow year on year, with the expectation that over the course of ten years between 800 and 1,000 clubs will be engaged to deliver *Chance to shine* programmes to one third of all state schools, in so doing providing 2 million young people with their 'chance to shine'.

It has always been intended that each *Chance to shine* project would be financially supported for no more than five years of core funding, during which time it was anticipated that schools would achieve a level of sustainable competitive cricket.

At the completion of the third year of the C2s programme in 2008, a Working Group made up of individuals from within cricket development and state education were assembled with the aim of working with *Chance to shine* to help shape a sustainability strategy.

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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The remit of the group included developing a:

- Benchmarking system for schools
- School assessment process
- School Accreditation system
- Post *Chance to shine* funding model

The group defined sustainability for *Chance to shine* as:

'Through effective School-Club Partnerships, young people will continue to benefit from ongoing high quality competitive cricket opportunities delivered by teachers and coaches'.

Proposals for achieving sustainable cricket activity have now been circulated to County Boards, Clubs and schools for adoption in 2010 and beyond.

### FUNDRAISING

The ongoing implementation of the *Chance to shine* programme as planned is achievable only with successful fundraising. By July 2009 almost £17 million has been committed to the campaign from its target of £25 million to be generated from private sources. Generating the next £8 million of private sector income over the next three years is a matter of highest priority, as is ensuring that *Chance to shine* becomes a household name with very strong media coverage. The Cricket Foundation continues to actively pursue fundraising opportunities from individuals, from businesses seeking to demonstrate corporate social responsibility and from commercial activities, and is grateful to be supported in these endeavours by members of the Appeal Committee.

The first £4.8 million of Government matched funding has been received and this total equates closely to 50% of the total expenditure incurred to date on the *Chance to shine* programme. At the time of writing, confirmation of the next cycle of Government funding of sports by the Department of Culture, Media and Sports, via Sport England is awaited.

## THE CRICKET FOUNDATION

### TRUSTEE DIRECTORS' REPORT

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#### 7. ACKNOWLEDGMENTS

The Cricket Foundation is indebted to countless people and organisations whose support for its activities, and especially for *Chance to shine*, have been very significant.

The following stand out for special mention:

**Mervyn King**, Governor of the Bank of England and President of *Chance to shine*

**Duncan Fearnley; Lord (Bill) Morris; Mark Nicholas; Lord (Ian) MacLaurin; Lord (Swraj) Paul; Sir Tim Rice**, Vice Presidents of *Chance to shine*

**Adrian Beecroft; Tim Bunting; Lloyd Dorfman; Elnora Ferguson; Peter Harrison; Sir Tim Rice; Clive Richards; Guy Weston**, *Chance to shine* Patrons

**Giles Clarke**, Chairman of ECB, and **David Collier**, CEO of ECB

**ECB's Development Staff, All County Boards in England and Wales, and their officers**

**Sport England, The Department of Culture, Media and Sport and the National Sports Foundation**

**The Lord's Taverners**

**The Foundation for Sport and the Arts**

**The Football Foundation**

**Allianz and Slazenger**, Commercial Partners

**MCC; Professional Cricketers Association; the 'Barmy Army'**

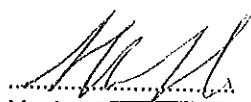
Those Grant-Making Trusts who have supported *Chance to shine* over the years, especially: **Garfield Weston Foundation; Westminster Foundation; The Eranda Foundation.**

**Club Managers**, from all the clubs in our programme, many of whom are volunteers.

**Booz & Company**, Strategy Consultants

There are countless other supporters, volunteers and helpers who we hope will forgive their not being specifically mentioned but whose involvement has been quite invaluable.

Approved by the Board of Trustee Directors Cricket Foundation on 1 July 2009.  
and signed on its behalf by:

  
Mr A Beecroft  
Lord's Cricket Ground  
London  
NW8 8QZ

## THE CRICKET FOUNDATION

### INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES

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We have audited the financial statements on pages 19 to 28. These financial statements have been prepared in accordance with the accounting policies set out therein.

#### **Respective responsibilities of trustees and auditors**

The trustees' (who are also the directors of the Cricket Foundation for the purposes of company law) responsibilities 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) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985 and whether, in our opinion, the information given in the Trustees' Annual Report is consistent with the financial statements. We also report to you if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity is not disclosed.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

#### **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

#### **Opinion**

In our opinion

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the charity's state of affairs as at 31 March 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the trustees' report is consistent with the financial statements.



**Saffery Champness**  
Chartered Accountants  
Registered Auditors

Lion House  
Red Lion Street  
London WC1R 4GB

26 Jan 2009

THE CRICKET FOUNDATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE PERIOD ENDED 31 MARCH 2009

	Notes	Unrestricted Funds £'000	Restricted Chance to Shine £'000	Other Funds £'000	2009 Total Funds £'000	2008 Total Funds £'000
<b>Incoming resources</b>						
<b>Incoming resources from generated funds</b>						
Voluntary income	2	60	2,742	28	2,830	5,393
Activities for generating Funds	3	401	-	-	401	325
<b>Investment income</b>	7	71	217	-	288	320
<b>Total incoming resources</b>		532	2,959	28	3,519	6,038
<b>Resources expended</b>						
<b>Costs of generating funds</b>						
Costs of generating voluntary income	8	12	554	-	566	532
Fundraising trading	9	303	-	-	303	194
<b>Charitable activities</b>	10	29	3,418	28	3,475	2,201
<b>Governance costs</b>	12	68	-	-	68	75
<b>Total resources expended</b>		412	3,972	28	4,412	3,002
<b>Net incoming/ (outgoing) resources</b>						
		120	(1,013)	-	(893)	3,036
Reserves Transfers	13	(129)	129	-	-	-
Fund balance brought Forward at 6 April 2008		897	6,358	-	7,255	4,219
<b>Fund balance carried forward at 31 March 2009</b>		888	5,474	-	6,362	7,255

The figures shown for 2008 in the financial statements and notes to the accounts are proforma comparatives from the consolidated accounts of the Cricket Foundation as a Charitable Trust for the year ended 5 April 2008.

The notes on pages 22 to 28 form part of these accounts.

**THE CRICKET FOUNDATION**


**CONSOLIDATED BALANCE SHEET  
AT 31 MARCH 2009**

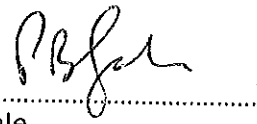
	Notes	Group 2009 £'000	Group 2008 £'000	Charity 2009 £'000	Charity 2008 £'000
<b>Current assets</b>					
Stock		3	-	-	-
Debtors	<b>15</b>	277	481	141	468
Bank		7,157	7,977	7,091	7,738
<b>Total current assets</b>		<u>7,437</u>	<u>8,458</u>	<u>7,232</u>	<u>8,206</u>
<b>Current liabilities</b>					
Creditors: - amounts falling due within one year	<b>16</b>	(1,053)	(1,182)	(942)	(1,059)
<b>Total assets less current liabilities</b>		<u>6,384</u>	<u>7,276</u>	<u>6,290</u>	<u>7,147</u>
Creditors: amounts falling due after more than one year	<b>17</b>	(22)	(21)	(22)	(21)
<b>Total net assets</b>		<u>6,362</u>	<u>7,255</u>	<u>6,268</u>	<u>7,126</u>
Represented by:					
Restricted funds	<b>18</b>	5,474	6,358	5,474	6,358
Unrestricted funds	<b>18</b>	888	897	794	768
<b>Total funds</b>		<u>6,362</u>	<u>7,255</u>	<u>6,268</u>	<u>7,126</u>

The figures shown for 2008 in the financial statements and notes to the accounts are proforma comparatives from the consolidated accounts of the Cricket Foundation as a Charitable Trust for the year ended 5 April 2008.

The notes on pages 22 to 28 form part of these accounts.

The financial statements were approved by the Board of Trustee Directors on 1 July 2009 and signed on their behalf by

  
A Beecroft

  
P Gale

## THE CRICKET FOUNDATION

### CONSOLIDATED CASHFLOW STATEMENT FOR THE PERIOD ENDED 31 MARCH 2009

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	Notes	2009 £'000	2008 £'000
<b>Net cash (outflow) inflow from operating activities</b>	<b>19</b>	(1,108)	1,717
<b>Returns on investment and servicing of finance</b>			
Investment income receipts		288	320
<b>(Decrease) Increase in cash in the year</b>	<b>20</b>	<u>(820)</u>	<u>2,037</u>

The figures shown for 2008 in the financial statements and notes to the accounts are proforma comparatives from the consolidated accounts of the Cricket Foundation as a Charitable Trust for the year ended 5 April 2008.

The notes on pages 22 to 28 form part of these accounts.

## THE CRICKET FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2009

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#### 1 Accounting policies

##### 1.1 Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards, the Statement of Recommended Practice – 'Accounting and Reporting by Charities', (SORP 2005 issued in March 2005), and the Companies Act 1985.

##### 1.2 Group accounts

These financial statements consolidate the results of the company and its wholly owned subsidiary Cricket Foundation Enterprises Limited on a line by line basis. A separate statement of financial activities and income and expenditure account are not presented for the charity itself following the exemptions afforded by paragraph 397 of the SORP.

##### 1.3 Incoming resources

Voluntary income including donations, gifts and grants that provide core funding or are of general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such 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.

Membership income is released to voluntary income within the Consolidated Statement of Financial Activities (SOFA) over the period to which the membership relates. Life membership subscriptions are credited to deferred income and from there to income in five equal annual instalments. Gift aid and deed of covenant income resulting from membership is accounted for on a receivable basis.

Investment income is recognised on a receivable basis.

##### 1.4 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.

- Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- Support costs include staff cost and office administration costs and have been allocated to activity cost categories on a basis consistent with the use of resources.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

## THE CRICKET FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2009

- Donated services are included both as voluntary income and as expenditure under the relevant heading in the Statement of Financial Activities, at a value 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 donation.

The auditors remuneration in 2009 totalled £31,637 (2008 - £30,334) - see Note 11.

#### 1.5 Fund policy

The income declared and received for *Chance to shine* is allocated to Restricted Funds and its use is restricted to expenditure in relation to *Chance to shine* only. The general unspecified funds received are categorised under Unrestricted Funds and spent in furtherance of the charity's objects. Other Restricted Funds are earmarked by donors for specific projects and spent only for such specified activities.

#### 2 Voluntary income

	<b>2009</b>	<b>2008</b>
	<b>£'000</b>	<b>£'000</b>
Gifts and donations	2,175	2,671
Donated goods and services	232	170
Gift aid	77	35
Government grants	327	2,500
Memberships/subscriptions	19	17
	<u>2,830</u>	<u>5,393</u>

#### 3 Activities for generating funds

This income relates to revenue raised by Cricket Foundation (Enterprises) Limited, including trading activities undertaken with commercial partners and from a number of individual fundraising events. The costs directly attributable to these activities are shown as 'Fundraising trading' under the heading 'Costs of generating funds'.

#### 4 Income and surplus for the financial year

As permitted by paragraph 397 of the SORP the parent charity's profit and loss account has not been included in these financial statements. The income and surplus for the financial year is made up as follows:

	<b>2009</b>	<b>2008</b>
	<b>£'000</b>	<b>£'000</b>
Income	<u>3,113</u>	<u>5,711</u>
Surplus / (Deficit) for the year	<u>(988)</u>	<u>2,907</u>

#### 5 Trustee Directors' emoluments

Trustee Directors' emoluments are £nil (2008 - nil). Eleven Trustee Directors were reimbursed expenses of £4,152 (2008: £3,657) for travelling to meetings and subsistence.

## THE CRICKET FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2009

6 <b>Staff costs</b>	<b>2009 £'000</b>	<b>2008 £'000</b>
Number of employees	22	10
Wages and salaries	674	480
Social security costs	83	53
Pension costs	53	53
Other staff costs	61	98
	871	684

The increase in the average number of employees is largely due to the appointment in April 2008 of eight members of the England Women's Cricket squad on part-time contracts to perform coaching and ambassadorial roles in the *Chance to shine* programme. Average Full Time Equivalent (FTE) staff numbers increased to 15 in 2009 from 10 (2008).

The table below shows the number of higher paid staff with emoluments falling in the following ranges. Emoluments include salary and taxable benefits in kind and other payments to employees.

	<b>2009 Total</b>	<b>2008 Total</b>
£60,000 to £69,999	1	2
£70,000 to £79,999	1	1
£80,000 to £89,999	1	-

7 <b>Investment income</b>	<b>2009 £'000</b>	<b>2008 £'000</b>
Interest on cash deposits	288	320

8 <b>Cost of generating voluntary income</b>	<b>2009 £'000</b>	<b>2008 £'000</b>
Staff costs	324	293
Office and administration costs	131	124
PR and events	99	105
Fundraising commission	12	10
	566	532

**THE CRICKET FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE PERIOD ENDED 31 MARCH 2009**

9	<b>Fundraising Trading</b>	<b>2009 £'000</b>	<b>2008 £'000</b>
	Fundraising event costs	241	100
	Staff costs	54	63
	Administration costs	8	31
		<u>303</u>	<u>194</u>

10	<b>Charitable activities</b>	<b>2009 £'000</b>	<b>2009 £'000</b>	<b>2008 £'000</b>	<b>2008 £'000</b>
	Small and other grants (grant from restricted funds)		28		10
	Chance to Shine programmes:				
	Direct costs	2,957		1,815	
	Support costs	<u>461</u>		<u>348</u>	
			3,418		2,163
	Educational resources (unrestricted funds)		29		28
			<u>3,475</u>		<u>2,201</u>

All grants made during the current and previous year were to institutions and those made in the current year are individually immaterial to the accounts.

**11 Allocation of support costs and overheads**

	<b>Governance £'000</b>	<b>Charitable Activities £'000</b>	<b>Fundraising Trading £'000</b>	<b>Costs of generating Voluntary income £'000</b>	<b>Total Allocated £'000</b>
Staff costs -					
Wages and salaries	-	367	37	270	674
Other costs	-	126	17	54	197
Office and administration costs	68	87	8	131	294
	<u>68</u>	<u>580</u>	<u>62</u>	<u>455</u>	<u>1165</u>

**THE CRICKET FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE PERIOD ENDED 31 MARCH 2009**

**12 Analysis of governance costs**

	<b>2009 £'000</b>	<b>2008 £'000</b>
Trustee expenses	6	4
Staff costs	-	-
Auditors' remuneration – current year	23	15
- prior year	9	15
Legal and Secretarial fees	30	41
	<b>68</b>	<b>75</b>

**13 Reserves Transfer**

Cricket Foundation Enterprises Limited transferred the total profit of £0.129m, earned in 2007/08, to *Chance to shine* as a gift-aid donation.

**14 Subsidiary undertaking**

Cricket Foundation Enterprises Limited is the group subsidiary. Cricket Foundation owns 100% of the £1 issued share capital of Cricket Foundation Enterprises. The subsidiary is valued at the original nominal value of £1 and hence does not appear separately on the Balance Sheet. The subsidiary has £94,583(2008: £129,103) of retained profits earned during the year, which will be gift aided to the company.

**15 Debtors**

	<b>Group</b>		<b>Company</b>	
	<b>2009 £'000</b>	<b>2008 £'000</b>	<b>2009 £'000</b>	<b>2008 £'000</b>
Voluntary Income receivable	2	424	2	424
Amounts due from subsidiary undertaking	-	-	4	19
Fundraising trading	150	32	-	-
Less; Provision for doubtful debts	(10)	(20)	-	-
Gift Aid receivable	15	14	15	14
Prepayments	-	27	-	9
Interest income receivable	120	4	120	2
	<b>277</b>	<b>481</b>	<b>141</b>	<b>468</b>

## THE CRICKET FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2009

#### 16 Creditors: Amounts falling due within one year

	Group		Company	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Deferred income	18	93	18	73
ECB Loan	735	735	735	735
Amounts due to subsidiary undertaking	-	-	-	42
Other creditors	22	49	-	9
Accruals	278	305	189	200
	<u>1,053</u>	<u>1,182</u>	<u>942</u>	<u>1,059</u>

Deferred income represents life membership income to be credited to income in future years and advances received for a 2009 fundraising event.

#### 17 Creditors: Amounts falling due after one year

	Group		Company	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Deferred income	22	21	22	21
	<u>22</u>	<u>21</u>	<u>22</u>	<u>21</u>

Deferred income represents life membership income to be credited to income in future years.

#### 18 Funds

Unrestricted funds comprise those funds which the Trustee Directors are free to use in accordance with the charitable objectives.

Restricted funds comprise those funds restricted for the *Chance to shine* programme. The restricted reserves of £5.474m, together with pledged income not yet received, are fully required to complete the local projects already started, as well as for those due to start in 2009, for the planned project durations.

## THE CRICKET FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2009

#### 19 Reconciliation of changes in resources to net inflow from operating activities

	<b>2009</b> <b>£'000</b>	<b>2008</b> <b>£'000</b>
Net incoming resources	(893)	3,036
Investment income	(288)	(320)
(Increase) in stock	(3)	-
Decrease/(Increase) in debtors	204	(409)
(Decrease) in creditors	(128)	(590)
Net cash (outflow) / inflow from operating activities	<u>(1,108)</u>	<u>1,717</u>

#### 20 Analysis of changes in net cash resources

	<b>2009</b> <b>£'000</b>	<b>Cash-</b> <b>flow</b> <b>£'000</b>	<b>2008</b> <b>£'000</b>
Cash in hand, at bank	<u>7,157</u>	<u>(820)</u>	<u>7,977</u>

The figures shown in the Notes to the Accounts for 2008 are proforma comparatives from the consolidated accounts of the Cricket Foundation as a Charitable Trust for the year ended 5 April 2008.