

Company Registration No: 06441426
Charity Registration No: 1123385



THE CRICKET FOUNDATION

A charitable company limited by guarantee

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2011

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THE CRICKET FOUNDATION

LEGAL AND ADMINISTRATIVE INFORMATION

Trustee Directors 2010/11

P A B Beecroft (Chairman)
G G Able
N J Anstee (appointed 8 December 2010)
J Coles (appointed 8 December 2010)
J Dodge
S Dyson
C D Fearnley
P B Gale
F J Josling (resigned 8 December 2010)
K Mann (resigned 10 March 2011)
T J O’Gorman
R Perry
M J Soper
O H J Stocken
A T Wyles

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
4th Floor Haines House
21 John Street
London
WC1N 2BP

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

The Trustee Directors present the annual report and financial statements of the Company for the year ended 31 March 2011.

1) REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY

The Cricket Foundation, established in 1981 as a Charitable Trust (Registered Charity No: 326202) and reconstituted in 1996, underwent 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 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 are the Directors of the 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's Solicitor, Charles Pike of Forsters LLP, the Chairman and the 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 ten-year initiative to regenerate competitive cricket in state schools, has been established as the Foundation's clear priority. Notwithstanding the primacy of Chance to Shine, the Trustee Directors have confirmed their intention to retain the Foundation's existing broad charitable remit and to support other activities that are deemed appropriate.

The two key areas eligible for 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.

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TRUSTEE DIRECTORS' REPORT

2) STRUCTURE, GOVERNANCE AND MANAGEMENT

THE TRUSTEE DIRECTORS

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

TRUSTEE DIRECTOR APPOINTMENTS

Duncan Fearnley, Peter Gale, John Josling and Michael Soper were re-appointed for new three-year terms at a members' general meeting held on 14 July 2010. At the Board meeting on the same date Adrian Beecroft was re-elected to serve as Chairman of the Board of Trustee Directors.

John Josling and Khawar Mann resigned as Trustee Directors at the Board meetings that took place on 8 December 2010 and 10 March 2011 respectively.

Nick Anstee and Judy Coles were co-opted as Trustee Directors at the Board meeting held on 8 December 2010 and their appointment will be confirmed at the annual general meeting to be held on 14 July 2011. All other Trustee Directors served throughout the year.

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, a Strategy Committee, a Nominations and Remuneration Committee, and an Investment Committee.

The Audit Committee, chaired by Peter Gale, meets three times each year and its purpose is to oversee the application of internal controls, performance reporting, external audit, risk management and related matters. Adrian Beecroft chairs the Nominations and Remuneration Committee to oversee the appointment and remuneration of the senior management of the Foundation. The Strategy Committee, chaired by Tim O'Gorman, meets as required and its role is to make recommendations on the long-term strategy of the Foundation.

During the year an Investment Committee was established, chaired by Adrian Beecroft, with a purpose to implement the investment policy agreed by the Board for the Foundation's cash and other monetary assets and to monitor the performance of the investments.

Each of the Trustee Committees has a documented remit that has been agreed by the Board.

MANAGEMENT

The day-to-day management of The Cricket Foundation, its Chance to Shine campaign and other cricket development and education programmes is delegated to Wasim Khan, Chief Executive. The Chief Executive is supported directly by Steve Peyman, Operations Director, who, together with his team of Regional Managers, manages the delivery of the Chance to Shine programme; by Helen Dunn, Fundraising Director; by Dave Taylor, Head of Finance & Resources; and by Fabian Devlin, Head of Communications.

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TRUSTEES DIRECTORS' REPORT

3) RESPONSIBILITIES AND POLICIES

STATEMENT OF TRUSTEE DIRECTORS' RESPONSIBILITIES

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

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

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

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

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

FINANCIAL STATEMENTS

The Trustee Directors confirm that the accompanying financial statements comply with statutory requirements, the requirements of the Companies Act 2006 and the Statement of Recommended Practice ("SORP") "Accounting and Reporting by Charities", 2005.

RESERVES POLICY

Total reserves at 31 March 2011 stood at £8.575m, of which £7.922m is restricted to the Chance to Shine programme; the remaining £0.653m is available to be used as the Trustee Directors may determine in accordance with the charitable objectives of the Foundation.

In general terms, the Trustee Directors consider that a minimum 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 2011/12 on Chance to Shine of £5.26m and on other Foundation objectives of £0.07m.

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TRUSTEE DIRECTORS' REPORT

In addition, the Trustee Directors are conscious of their responsibility to ensure that clubs and schools accepted into the Chance to Shine programme can be properly sustained for a period of up to five years. The Trustees' policy is, therefore, that there should be a reasonable degree of certainty that there will be sufficient means, in terms of current reserves and pledged future income, to enable new clubs and schools to be accepted into the programme. The Trustee Directors are of the opinion that the level of reserves and expected future income will be sufficient to fund the planned activities in later years of the clubs and schools that participated at various stages of the Chance to Shine programme in 2010.

It is important to note that the current level of reserves for Chance to Shine is fully required to fund existing planned activities and that further expansion of the programme is dependent on obtaining additional funding beyond that pledged to date.

As background to the reserves policy, when the Chance to Shine campaign was launched in 2005 it was intended to have an initial five year period for private sector fundraising that would complete in 2010/11, whilst the programme of spending was scheduled to last for a total of eleven years, including the pilot year, through to 2015/16. As a result, the Foundation would have sufficient funds, both held in reserve and as other income pledged, at the end of the fundraising period to ensure the successful conclusion of the planned programme. It followed then that the level of reserves would be expected to increase during the fundraising phase and then decline as the funds raised are spent through the remainder of the programme's duration.

The Trustee Directors have recognised that, given the period of more difficult economic conditions experienced over the last few years and the effect that it has had on fundraising by charities in general, fundraising will need to continue in order to secure the required funding for Chance to Shine.

RISK MANAGEMENT

The Trustee Directors have examined the major strategic, business and operational risks which the Foundation faces and confirm that systems and management actions are in place in order that these risks can be mitigated. A Risk Register is maintained by the senior management team and is regularly reviewed by the Audit Committee. The Risk Register is presented formally for review by the Board of Trustee Directors on an annual basis.

INVESTMENT POLICY

In the light of the historically low levels of interest available on short-term cash deposits, the Trustee Directors revised the investment policy during the year and established an Investment Committee to implement the policy and to monitor the performance of investments. The key components of this policy are:

- Separate portfolios of financial investments would be established for Chance to Shine and for the Foundation's general funds.
- Each portfolio would seek to balance investment returns with risks that are acceptable and take into account the forecast cash requirements together with expected future income where there is a high degree of certainty of receipt.

The revised policy was not implemented until after the 2010/11 financial year and, therefore, all funds at 31 March 2011 were held in current accounts or in bank deposits with less than four months to maturity.

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TRUSTEE DIRECTORS' REPORT

4) OBJECTIVES AND ACTIVITIES FOR PUBLIC BENEFIT

In planning the objectives and activities for the year, 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.

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 two million children in around one-third of state schools in England and Wales.

'Chance to Shine - Educating through Cricket'

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 in assisting their personal and social development. Chance to Shine is not designed to unearth international cricketers for the future although it will, of course, help in achieving this outcome.

Three clear principles underpin Chance to Shine:

1. *Schools Matter* - many schools 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 programmes, and, particularly, in competitive team sports. These activities help young people acquire much-needed skills, values and attitudes.
2. *Competitive Team Sports Matter* - it is our belief that team sports provide invaluable opportunities within the lives of young people at school and for life-long interests, friendships and enjoyment. Competitive team sports also provide opportunities for young people to learn about themselves and about their peers, about winning and losing, and to contend with what they might perceive to be unfair. Competitive team sports create opportunities to become leaders, team players and strategists, help children to lead healthy, purposeful, balanced lives and develop confidence and self-esteem.
3. *Cricket Matters Most* - amongst team sports, cricket is a unique game with special attributes. Cricket creates an extraordinary dynamic in which players are both team members and also individuals charged with particular responsibilities. Cricket's best traditional values - play hard, play fair - remain highly relevant.

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

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 around one third of the state schools at both primary and secondary level. Structured programmes of coaching and competition are delivered by qualified coaches, who are selected either by County Cricket Boards or by good local cricket clubs, to individual projects each consisting of a cluster of local schools made up, typically, of up to six primary and two secondary schools. The involvement of the 39 County Cricket Boards in England and Wales is critical to the local delivery of Chance to Shine programmes.

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Before a school becomes a beneficiary of the Chance to Shine campaign, it 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.

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, together with cricket equipment, classroom educational resources, facility development and training for teachers and coaches. The total cost of delivering the full ten-year programme is kept under regular review and remains close to its initial estimate of £50m.

Typical costs of delivering the programme in 2010/11 to a fully-funded project involving a cricket club and a cluster of local schools was a little under £9,000 as follows:

Coaching and local co-ordination - £5,050
Competitions and travel - £550
Facility development - £600
Club Delivery Fee - £900
Equipment, clothing and training - £650
Central and regional operations management - £1,150

Reduced expenditure on facilities and clothing reduced the average cost of a typical project as described above from last year (2009/10: £9,950). General management, fundraising and administration costs across the whole year increased the full annual cost of such a project to around £11,000.

CREATING PERMANENT CRICKETING CULTURES - SUSTAINABILITY

It is a firm belief that establishing 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.

Progress has been made during 2010/11 to implement a sustainability strategy to promote the continuation of school cricket activity beyond the period of full Chance to Shine funding. This involves an assessment of the capability and commitment of each school as it reaches the end of the duration of the project to which it belongs. Sustainability has been defined by 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'.

Chance to Shine will provide two years' further funding, where the appropriate criteria have been met, to support the transition from full project funding to independent, sustainable activity.

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5) ACHIEVEMENTS AND PERFORMANCE 2010/11

FUNDRAISING

By the end of June 2011, the Foundation had obtained pledged private sector funding for Chance to Shine around £23m in the form of cash, 'in-kind' donations or as discounts on expenditure - from private individuals, trusts, corporate supporters, cricket and commercial partners.

The pledged income total includes the share of income due to Foundation, as at the end of March 2011, from the 2010 City of London Lord Mayor's Appeal. The Trustee Directors were very grateful to have been nominated as one of the principal beneficiaries of the Appeal and consider the fundraising activity, carried out jointly with the London Symphony Orchestra under the title 'Pitch Perfect', to have been very successful.

An important partnership was entered into in May 2010 between Brit Insurance Limited and The Cricket Foundation through Cricket Foundation (Enterprises) Ltd, its trading subsidiary, for sponsorship of the core Chance to Shine programme that is now referred to as 'Chance to Shine supported by Brit Insurance'. The four-year agreement also includes naming rights for National Cricket Day, the annual Chance to Shine Awards event and provides access for the Foundation to current players as part of Brit Insurance's support of the England men's cricket team. An employee volunteer programme, in which Brit Insurance staff members assist Chance to Shine activities taking place near their main offices, is an important element of the partnership. The scope of this agreement excludes the Foundation's StreetChance and other special projects.

Other corporate partners who have added their support to Chance to Shine this year include Grant Thornton LLP, Booz & Co and Linklaters LLP.

A number of grant-making charitable trusts have added their financial support to the campaign during the year, including the Eranda Foundation, Comic Relief, The Dr Mortimer and Teresa Sackler Foundation and the Prince's Trust.

As part of the agreement between Sport England and the England and Wales Cricket Board (ECB), the sport's national governing body, regarding funding for 2009/10 to 2012/13, the Foundation had expected to receive a total of £10m towards the government's commitment, which would have brought their pledged total to £14.9m. Although the second set of payments under this agreement was received in 2010/11 there remains some doubt as to the timing and source of the last £2.5m due under this agreement. As a result, confirmed government funding is now considered to total £12.5m which brings the total funds raised to date for Chance to Shine to around £35m towards the 10 year total funding requirement of £50m.

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

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 the President, Vice-Presidents and the members of the Fundraising Board.

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OUTCOMES FROM 2010 Chance to Shine PROGRAMMES

In 2009, the Trustee Directors' decided that 2010 would be a 'year of consolidation' for the Chance to Shine programme with relatively fewer new clubs/projects joining the programme compared to previous years. This was in order to allow greater focus on implementing the sustainability strategy to help ensure continuation of activity in those schools whose periods of core Chance to Shine funding were approaching their conclusions.

As a result, the activity levels in the 2010 Chance to Shine supported by Brit Insurance programme were similar to those in the previous year with delivery to 3,350 (2009: 3,343) schools through coaches engaged with 404 (2009: 405) established focus cricket clubs.

The outcomes of the 2010 programme are as follows:

- 2,507 primary schools, 133 middle schools, 554 secondary schools, and 156 special schools participated across England
- 345,356 boys and girls participated in the schools programme, 45% of whom were girls, with 12% from black and minority ethnic (BME) backgrounds and 5% with special educational needs
- 71,699 hours of coaching were delivered; through curriculum and extra-curricular sessions, of which 74% were during curriculum time.
- 29,255 structured matches were played by schools, of which 45% were intra-school, 25,262 Kwik Cricket, 3,529 inter-cricket and 464 hard ball matches.
- 9,400 children, 29% of whom were girls, migrated from *Chance to Shine* schools to clubs.
- 66% of the 7,176 that migrated in 2009 remained with their club in 2010.
- 26,977 boys and girls have migrated from schools to clubs during the first four years, representing an overall programme conversion rate of 3%.
- 9,149 extra coaching and competition hours were delivered to 15,592 boys and girls during holiday and half term camps, with 18% participation from girls.

During 2010/11 36 non-turf pitches and 57 playground markings were installed at schools and clubs.

The year saw a major milestone when the number of participants in Chance to Shine since its inception reached one million.

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BRIT INSURANCE Chance to Shine NATIONAL CRICKET DAY

The third Chance to Shine National Cricket Day took place on 23 June 2010 with the particular purposes to:

- (i) celebrate Chance to Shine, consolidate its impact within the participating schools and to raise awareness within and beyond the schools;
- (ii) bring added value to the schools engaged by providing, in addition to core cricketing activities, a range of web-delivered teaching resources, CricEd, that use the stimulus of cricket to support delivery of the National Curriculum, thereby reinforcing the core educational motivation behind Chance to Shine.

Over 3,000 schools across the country registered for the day of cricket-themed activity, both in the playground and the classroom, and ten flagship events were held across the country with England players Alastair Cook, Matt Prior and Adil Rashid joining in.

Chance to Shine FIFTH ANIVERSARY

In May 2010, The Cricket Foundation celebrated the fifth anniversary of the launch of Chance to Shine with a schools tournament held in the indoor facilities at Lord's Cricket Ground followed by a reception for donors, sponsors and partners that was hosted by the President and Vice-Presidents of Chance to Shine.

ENGAGEMENT OF ENGLAND WOMEN CRICKETERS

During 2010 several members of the England Women's Cricket team, including the captain Charlotte Edwards, were employed by The Cricket Foundation as coaches and ambassadors with a view to strengthening the overall impact of the programme but also with a particular focus on developing provision for girls. Their involvement in the Chance to Shine programme throughout 2010/11 has continued to play a huge part in driving enthusiasm and participation amongst girls. Many clubs which had the support of an England Women coaching ambassador reported a very positive impact for their young players:

"Youngsters do relate to well known faces. Some of the girls that I took [to a training session with Jenny Gunn] are still buzzing from it!"
(Project manager, 2010)

StreetChance

In March 2008, The Cricket Foundation added to its core Chance to Shine programme an inner-city focused initiative called 'StreetChance'. The 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 now been delivered in fifteen 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 community sessions make use of a special short-form version of the game called 'Street20'; a fast-paced six-a-side version of cricket.

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 two secondary schools and four primary schools in each of the 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, three-hour cricket sessions that run throughout the year.

