**Trustees Report**

**Objectives and Aims**

The Foundation is the governing body for recreational cricket in Gloucestershire and works in the community to deliver a range of health, education, community cohesion and cricket development projects, programmes and events.

The Objects of the Charity are for the benefit of the public generally, particularly the inhabitants of Gloucestershire and its surrounding areas, including the City of Bristol

* to promote community participation in healthy recreation by providing or assisting in the provision of facilities for the playing of and development of cricket and other sports that are capable of improving health (‘facilities’ in this article means land, buildings, equipment and organising sporting activities including coaching and instruction) and by working to increase levels of participation in sport and physical activity, particularly among members of socially and economically disadvantaged communities in the Area of Benefit;
* to provide and assist in providing facilities for the playing of and development of the game of cricket and other games or sport, on a recreational basis for the leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, or for the public at large, in the interest of social welfare, with the object of improving their conditions of life, and as a means of reducing the incidence of anti-social behaviour among members of socially and economically disadvantaged communities in the Area of Benefit;
* to advance the education of people of all ages through such means as the Trustees see fit;
* to promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society. For the purpose of this clause ‘socially excluded’ means being excluded from society, or part of society, as a result of being a member of a socially and economically deprived community in the Area of Benefit; and
* to further such other exclusively charitable purposes according to the law of England and Wales as the Trustees see fit from time to time.

Relating directly to the objects of the charity, our work is aligned to the Inspiring Gloucestershire strategy and the ECB's cricket partnership agreement. The key pillars of our strategy are:

1. Creating and supporting **a strong network of clubs**, leagues, officials, coaches and volunteers.
2. Making **cricket more accessible** by inspiring people of all genders, ages, ethnicities and abilities to get involved.
3. Supporting the **performance pathway,** helping talented players fulfil their potential.
4. **Getting more people active** to reap the health and mental wellbeing benefits of cricket.
5. Using cricket as a powerful platform to **bring communities together** and break down social barriers.
6. Taking cricket to underserved people in difficult areas of our communities to **engage new and diverse groups.**

**Activities and Achievements**

Each of the projects and programmes delivered by the Foundation in 2022 directly contributed to at least one of the pillars of the strategy and had a clearly defined and measurable outcome and series of ambitions. The last 12 months has seen significant growth in many areas and despite at times challenge with people resource, the achievements of the last year have been like none before on record and the Foundation should be rightly proud of its achievements.

The charity performs such a wide range of activities to achieve its objectives ranging from delivery in schools, to the running of junior and senior leagues, to the development of volunteers, to providing hot meals for children during holiday periods.

***ECB Priorities***

The work and dedication that has been put in has been recognised by the ECB, who during the recent annual Performance Review Process, informed the Foundation that it was a leading organisation in more areas than any other county across the country, leading in the areas of Equity Diversity & Inclusion, Governance, Schools Activity, Women and Girls Participation and the Disability Pathway.

This also resulted in the Foundation over indexing by a greater amount than any other county in the country, and by some way (60+%). This is judged on the results of the recreational games 5 greatest priorities for that year, which in 2022 were:

1. Total number of children in National Programmes
2. Number of girls on National Programmes
3. Number of clubs with a girls’ section
4. Number of junior teams to be playing and registered on play cricket
5. Number of trained female Activators and Coaches

***Participation Pathway***

Whilst being the 14th ‘biggest’ county in the country, the Foundation’s work over indexed in all priority areas but none more so than in the National Programmes of All Stars and Dynamos Cricket. Gloucestershire ended up with the 3rd greatest overall number of female sign ups (1394) and 4th highest overall total number of children participating across the programmes (4585) - something that when you think of the size of counties of Yorkshire, Lancashire, Wales, Warwickshire, Surrey etc, you realise what incredible results they were.

Our schools programme continued to grow, delivering across the programmes of GCF Active Futures, Bristol Sport ‘Forever Sport’, Chance to Shine primary and secondary, ACE schools programme, Table Cricket and SEND programmes, and Lords Taverners Wicketz. All in all, this saw the Foundation deliver to:

* + Delivering in 175 schools
	+ Delivering to 16075 young children
	+ Delivering across 3494 hours of activity

2022 saw growth in competitions also, with more schools getting involved in both primary and secondary summer and winter competitions.

***Club and League Development***

In Gloucestershire, clubs and their volunteers are the heartbeat of the game. As such we align resource specifically to support clubs to ensure they can thrive and grow so enabling them to attract more people to play the game and to put bats and balls into more peoples’ hands.

2022 saw support provided to:

* 174 affiliated cricket clubs
* 92 clubs with junior section
* 9 senior leagues and competitions as well as 6 junior cricket leagues across the county
* 12,400 players who play in league cricket
* More than 4,800 under 11s involved in cricket at local clubs
* 57 clubs retaining or gaining Clubmark accreditation
* 92 Clubs who were aided through the Safe Hands Management System (Safeguarding portal)

The work across the year also saw the development team support clubs with facility projects through the county grant fund. An initial budget of £147,000 soon went and due to impressive performance from the team the ECB supported Gloucestershire and its clubs with the opportunity for more financial support. This saw an additional £100,000 pounds support clubs across Gloucestershire to improve facilities for women and girls, for creating a more welcoming environment and for environmentally sustainable projects.

***Women & Girls Cricket***

The women and girls game is one of the fastest growing areas of cricket in Gloucestershire and as a consequence we provide dedicated support to the development of the game. In 2022 this saw:

* 386 fixtures played in the women and girls’ game, up from 217 in 2021.
* 32 entries in indoor competitions, doubled from 16 in 2021.
* 68 teams taking part in women’s competition, up from 35 in 2021.
* 76 trained female coaches/activators, the 6th largest total nationwide.
* 57 clubs with either a woman and / or girl’s sections.

To further support this growth the Foundation is continuing to invest in this area which will see a second full time dedicated member of staff aligned to the women and girls game in 2023. 2022 also saw new competitions, more girl only club programmes and the sport very much has a very solid foundation in preparation for a very exciting 2023.

***Make Cricket Accessible***

Away from the traditional club environment cricket continued to be offered through local community hubs. This area of work accelerated over the last 12 months and as a consequence of creating great partnerships, employing great people, breaking down barriers, we have seen more people through non-traditional environments engage with our game and become regular attendees, than before.

Huge thanks must go to the Lord Taverners for their support of the Wicketz Development Officer and the Disability Development Officer, to the ACE (Afro-Caribbean Engagement) Charity for their support of the ACE Bristol Development Officer and to Chance to Shine for their ongoing support of the Street Hubs. Each of these programmes enable 8 to 18 year olds to access cricket in safe and structured environments on a weekly basis throughout the year.

In the last 12 months this wider community activity saw us deliver:

* 4 weekly Wicketz hubs
* 4 weekly Super1s hubs. These are disability cricket hubs in areas across the county, providing people with all forms of disability the opportunity of playing the game
* 7 weekly Chance to Shine Street hubs (including the new Cheltenham hub)
* 2 ACE hubs
* An ACE Academy
* 4 Walking Cricket hubs (targeting 50+)
* 26 free Urban Community National Programmes that saw 890 5-11 year olds engaged
* 12 days of cricket, supported by hot meals, as part of the Bristol City Council granted Holiday Activity Fund – targeted at areas of the city with a high percentage of free school meals. This saw 120 young people physically activity in the summer and the Foundations looks to develop on this further in 2023.
* A South Asian Muslim girl’s programme in Easton, Bristol, which saw over 100 five to eleven year olds get involved in cricket for the very first time.

***Performance Pathway***

With so much introductory activity taking place across the county there are players of all ages that get the desire and hunger to play at as high a standard as they possibly can. As a consequence, it is the responsibility of the Foundation to provide a pathway to enable people to be the very best that they can be and as such, the charity provides pathways in conjunction with other cricketing organisations.

For the boys’ game, the foundation works with the Gloucestershire County Cricket Club to enable children from 10 years up, to be involved in a county or zonal programme. For girls cricket, the foundation provides a pathway for elite young players from under 11s through to under 18s, as well as a county women’s’ team.

For those with a disability, the foundation runs teams for the visually impaired and for those with learning and physical disabilities.

Finally, the county now also boasts three over 50’s teams, there over 60’s teams and one over 70’s team, all of which play a calendar of fixtures across the year.

In all of the performance pathways, those involved get comprehensive winter and summer training programmes as well as extensive match schedules. The results of such pathways has seen boys and girls go on to 1st class contracts and players selected for higher honours.

***Workforce Development***

All of the above named activities would not be able to take place without the drive and determination of volunteers and paid specialists. It is the responsibility of the foundation to provide educational courses for all forms of volunteer across the game of cricket, inclusive of coaches, umpires, scorers, groundskeepers, teachers, young leaders and the army of day-to-day volunteers that are the bedrock behind every Cricket Club in the county.

**Financial review**

***Fundraising***

The foundation generated £38,898 from direct sponsorship in 2022 which was a marginally increased figure from that in 2021. In most cases this support came from local or regional businesses who supported the aspirations of the foundation in specific work areas. A new partner this year was EESI, a facilities management company from Stroud, who wanted to support those with disabilities, and so signed up to a three year deal of support for the county disability teams.

In addition, the foundation ran two annual golf days which were once again great successes, bringing in nearly £13,000 from across the two days.

With this being the first year since moving from Gloucestershire Cricket Board to the charity, early steps have been made to set up further charitable fund raising functions, including a JustGiving site, based around raising money for specific campaigns, as well as working with Lancashire Cricket Foundation and their lottery scheme, Friends of the Foundation. This has had some early success but significantly more work is required in this space to generate new funds to enable even greater amounts of activity across the county.

All funding received/ raised is utilised to employ staff to develop and deliver projects, programmes and events that directly impact on the charities strategic aims.

***Financial Review***

This is the first year of operation of Gloucestershire Cricket Foundation which, as a charity, has the intention to at least break even on an annual basis.

The financial statements reveal a surplus for the year of £151,093 on income of £992,733. Of the surplus £40,412 was unrestricted, with a larger amount of £110,681 restricted for specific areas of work. The year ended with net assets of £487,061, of which £376,380 were unrestricted, whilst £110,681 was restricted.

Our unrestricted reserves at 30th September 2022 now stand at £376,380. This includes £33,384 held as potential redundancy costs and £292,356 designated in case of shut down – as per our reserves policy below.

The Trustees are looking to invest the non-designated reserves of £50,000 in to people resource so enabling the game in Gloucestershire to reach and impact even more people.

The financial position represents a strong and stable position allowing the Trustees to deliver on the charitable objectives.

***Reserves Policy***

The Trustees have earmarked sufficient cash resources that they feel are prudent to meet the needs of the mitigation of adverse risks as identified by the risk register. Aside from retaining a prudent amount in reserves the majority of the charities funds are to be spent in the short term with no funds held for long term investments.

Before becoming a charity, the Gloucestershire Cricket Board agreed a Reserves Policy with Andorran (the chartered accountancy practice that examines the annual Financial Accounts). This stated that reserves should cover 2 to 6 months running costs, depending on the security of the organisation’s income streams. The reserves must be “Unrestricted Funds” i.e., Funds that the company is free to use as it sees fit.

Up until October 2021, the Board did not believe that it was necessary to set the policy at the top end of the range as suggested by Andorran; this was due to the secure nature of core funding from the ECB, Chance to Shine, Lords Taverners, etc. and so ‘Whichever is the greater of 3 months Running Costs plus Redundancy Costs or the Replacement Cost of Depreciated Assets’ was agreed upon.

The stability of finance going in to 2022 though, following Covid and Brexit, became more unstable than in previous years and whilst the ECB have a new signed broadcasting deal, it is believed that there may be tougher times ahead. For this reason, the Finance, Risk & Audit Committee (FR&A) took the ‘Reserves Policy’ agenda item to the 13/10/2022 meeting, with a recommendation of increasing the term to 6 months.

It was decided that it should be amended from “Whichever is the greater of 3 months Running Costs plus Redundancy Costs or the Replacement Cost of Depreciated Assets” to “Whichever is the greater of 6 months Running Costs plus Redundancy Costs or the Replacement Cost of Depreciated Assets”. The logic is that if the Company is wound up, it does not need to replace assets and understanding that assets are considerably less that running costs, plus redundancy, the reserves policy is based on **6 months Running Costs plus Redundancy Costs.**

It believes that the policy needs to provide cover for:

1. Late payments
2. Any need to coherently wind up the company or find alternative sources of funding.
3. The exposure to redundancy costs

The FR&A Committee proposes that the Company requires Reserves (Unrestricted Funds) to cover:

* 1 and 2 above - 6 months running costs – Currently £292,356
* Redundancy Costs – Currently £33,385

Total = £325,742

The Reserves target will be reviewed annually as part of the budgeting process, with the budget set to ensure that Reserves are on track.

***Grants***

We are eternally grateful that our funders continue to support us, especially the England and Wales Cricket Board/Trust with £414,000, Chance to Shine with £123,000, ACE charity with £50,000 as well as the Lords Taverners and many other significant supporters.

**Future Plans**

The Gloucestershire Cricket Foundation is committed to growing the game of cricket in Gloucestershire across all areas, Women & Girls, Disability, junior sections within clubs as well as all junior and senior league structures. It aims to use the power of cricket to deliver accessible and enjoyable opportunities that grow the sport, tackle inequalities, improve health and well-being and enable people to fulfil their potential across the county.

In line with Inspiring Gloucestershire, the county strategy for the period 2020-2024, the major aims continue to be:

* To support cricket clubs across the county so that they can provide their memberships with ever improving facilities and the very safest of environments
* To provide a participation pathway that enables cricketers of all ability levels to be able to access, play and enjoy the game
* To provide a performance pathway that enables the more elite players to be able to reach their targets through high quality practice and match-play programmes,
* To continue to resource the women & girls’ game so providing the same opportunities for females as we do males
* To develop people through a catalogue of ‘workforce’ courses so supporting volunteers in all aspects of the game
* To make cricket accessible to as many people as possible from all walks of life and from all backgrounds. Cricket can be played by all and the intention is to provide it for all.

There will be a great number of activities that will fall under each of the above headlines but there are also some specific priorities that the Foundation aims to achieve in 2023:

* Design, launch and deliver a new Young Volunteering Programme
* Establish partnerships with universities for student placements and work experience
* Co design and deliver a new West of England Premier Women’s League
* Increase numbers engaged in National Programmes
* Construct and launch a new Community Strategy

**Structure, Governance and Management**

Gloucestershire cricket foundation is a Charitable Company Limited by Guarantee, governed by its memorandum and articles of association dated and adopted, 31st March 2022. It is a registered charity with the Charity Commission.

The Trustees who have served during the year and since the year end are set out on Page 1. The Trustees meet at least six times per year and on any other occasion as judged necessary in order to review progress and determine matters of strategy and policy.

Any decision necessary from the Trustees shall be determined by the majority of votes of the Trustees present and voting on the question.

All Trustees serve a three year term following which they can seek reappointments. The existing Trustees have the power to appoint further Trustees provided they have attained the age of 18 years and are not disqualified from taking office. The Trustees are not actively recruiting at present but have measures in place to consider potential applicants as they might arise.

For the recruitment of new Trustees, the charity has a nominations committee which is comprised of both Trustees and independent members. The committee’s ambition is to have a blend and mix of representatives from across the county, with at least 30% of each gender, as well as representation from across all demographics.

New Trustees undergo training and an induction to brief them on their legal obligations under Charity and Company Law, the content of the memorandum and articles of association, the committee and decision making processes of the Foundation, the strategy and recent financial performance of the charity. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

The Board of Trustees is skills based and is of maximum 12 members in size. To support the full board a Finance, Risk & Audit Committee meets at least four times per year to review the budget, analyse the forecast, maintain an appropriate and comprehensive risk register, whilst also ensuring all audit and governance work is compliant (along with the Governance Committee).

The operational management of the charity is led by the Chief Executive, who is supported by the Operations Manager and the Community Development Manager. The performances of these positions and the charity itself are reviewed at Board Meetings and any decisions on remuneration of all staff members are ratified by the Trustees.

**ECB Governance**

The Foundation complies with the Charity Commission governance as well as at least the silver tier of the governance framework of our main funder. The County Partnership Agreement (CPA), which regulates the relationship between the Foundation and the ECB, is annually agreed and signed, and we are committed to continuing to meet the CPA standards and at least a minimum silver tier governance standard (currently Gold).