



COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE
ACCOUNTS
31 MARCH 2020

COMPANY REGISTRATION NUMBER 8453619

CHARITY REGISTRATION NUMBER 1153349

DOWNHAM MAYER CLARKE LIMITED

Chartered Accountants
41 Greek Street
Stockport
Cheshire
SK3 8AX

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

ACCOUNTS

YEAR ENDED 31 MARCH 2020

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**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

ACCOUNTS

YEAR ENDED 31 MARCH 2020

Executive Summary

It is always a challenge and a joy to present the annual report and accounts. A challenge, as we share these halfway through the next year (when the accounts refer to work delivered in the year up to the 31st of March 2020), and a joy, as we are usually so energised by looking forward to the remaining six months!

This year it seems even more of a challenge as we could not have foreseen at the financial year end how the world would change with the impact of a global pandemic we call Covid-19.

Our colleagues have been extraordinary in using their wit and wisdom to continue to ensure we develop resilience and skills, and in seeking to work with commissioners to ensure we carried on our valuable work delivering coaching where this was still possible. Our deepest thanks goes to coaches, co-ordinators and those who supervise and support them in all they have done last year and in the first six months of this year.

As we look back we see how much we had achieved around people, money, commissioners, communication and processes. I encourage you to read through the details in the relevant sections.

Big changes to mention here include:

- Saying good-bye to our first Chief Executive, Anna Maddox, who helped us to transition from being a Founder-led organisation to one where the Board appointed a CEO to lead us into the future. Anna left the organisation in March 2020 taking fond memories and great pleasure at all that had been achieved during her tenure.
- Expressing our thanks to Graham Curtis, one of our founding coaches and Board members, who agreed to step down from the Board to act as an interim CEO to help us work through what we might need for the future.
- Welcoming our new Head of Business Support, Lisa Jenkins, who has really helped us strengthen our business processes and practices; bringing a fresh pair of eyes to review all we need to support the business delivery and develop nearly 10 years on from when we started.

As with previous years, we continue to be well served by:

- Board members who give of their time to help shape and steer the business and deliver exceptional governance engaging with stakeholders as frequently as we can to ensure we hear the voices of those we seek to support.
- The insights and expertise of Clare McGregor, our Founder who lead on Business Development and as an Independent Advisor to the Board and the organisation, who continued to help us secure opportunities and navigate strange times.

And so, my concluding thanks must be to all who invest their time and their energies to help us make our vision a little more real each year. We hope, as you read the report, you will see we seek to make a big difference with modest resources and with the ambition that our work will influence those who believe it's possible to help people change their lives and others through the power of coaching.

Liz Cross
Chair of the Board

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2020

The trustees, who are also directors for the purposes of company law, present their report and the unaudited accounts of the charity for the year ended 31 March 2020.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name	Coaching Inside and Out
Charity registration number	1153349
Company registration number	8453619
Principal office	41 Greek Street Stockport SK3 8AX

The directors

The directors who served the charity during the period were as follows:

Annette Hennessy	Appointed 15 May 2017	Director
Ben Amponsah	Appointed 20 May 2019	Director
Christopher Fox	Appointed 1 August 2016	Director
Elizabeth Anne Cross	Appointed 20 March 2013	Chair, Director
Graham Curtis	Resigned 16 March 2020	Director
Helen McFarlane	Appointed 20 May 2019	Director

Accountants

Downham Mayer Clarke Limited
Chartered Accountants
41 Greek Street
Stockport
Cheshire
SK3 8AX

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

TRUSTEES' REPORT

The trustees of Coaching Inside and Out (CIAO) present their annual report and independently examined accounts for the period ended 31 March 2020 and confirm they comply with the requirements of the Charities Act 1993, as amended by the Charities Act 2006, the trust deed and the Charities SORP 2005.

TRUSTEES

The trustees who served the charity during the period were as follows:

Annette Hennessy	Appointed 15 May 2017
Ben Amponsah	Appointed 20 May 2019
Elizabeth Anne Cross	Appointed 20 March 2013
Christopher Fox	Appointed 1 August 2016
Graham Curtis	Resigned 16 March 2020
Helen McFarlane	Appointed 20 May 2019

Thanks to Graham Curtis, who has served as a trustee since CIAO's first board was formed in 2013 and who retired from the Board in February 2020 to take up the role of acting CEO.

This year we:

- Introduced a new membership policy – which came into effect at the AGM in 2019.
- Conducted Board appraisals and identified areas to grow and strengths to leverage.
- Confirmed we still have the requisite areas of skill, competencies and experience needed
- Reaffirmed our commitment to ensuring there is a good balance of insights that come from experience of delivering coaching in CIAO and elsewhere, as well as other perspectives that bring different forms of challenge.
- Agreed the reports from the CEO, Head of Business Support and Founder provide good structure and flag up areas to consider in good time.

In 2021 we will be seeking to recruit new Trustees/Non-Executive Directors when we have clarified our preferred senior leadership arrangements and see the mix of skills, knowledge, competencies and diversity. We hope to build on the good governance that has helped provide assurance to those who need to have confidence in the quality of our work and its impact.

CIAO'S CHARITABLE COMPANY OBJECTS

The promotion of social inclusion among offenders and those who are or who have been at risk of offending, who are socially excluded from society, or parts of society as a result, by:

- i. providing coaching for such persons;
- ii. raising public awareness of the effectiveness of coaching for such persons; and
- iii. providing support, training, development and consultancy to increase the availability of coaching for such persons.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

ACTIVITIES AND OBJECTIVES

Coaching Inside and Out continues to work with men, women, families and children at risk of offending, as well as people in prison and people with convictions in the community. We've recruited, trained and developed over 50 skilled coaches who work with clients individually and in groups.

CIAO's vision that all people convicted of offences, or at risk of offending, are offered life coaching so they can help themselves and others. This vision is supported by our key activities of:

- Delivering coaching;
- Challenging assumptions and advocating for the wider use of coaching;
- Increasing the demand for coaching by commissioners; and
- Increasing the supply of coaching by organisations and individual coaches.

Things can be different and people can change their own lives. Coaching Inside and Out's coaches help clients do that using the same approach as top leaders and performers. They don't tell people what to do. Instead, they give time, support and space to think.

CIAO coaches and clients explore the three simple questions below, so clients can work things out for themselves and choose what's best for them, however tough their circumstances might be.

What do you want to change? Reflecting on where they are now, before they choose where to start, helps them see all the possibilities and what they want to change more clearly.

Who are you? Understanding themselves better by exploring what matters to them and what makes them tick helps clients realise their potential with hope for the future.

How are you holding yourself back? We all believe some things that aren't true and can get more out of life if we rethink them. Coaches help clients spot and overturn what isn't working for them.

The areas that clients work on are up to them but we see huge shifts in the way that they view themselves with improvements in well-being, hope and participation that leads to improvements in many aspects of their lives. Feedback from clients is overwhelmingly positive as they get to the root of their problems, take responsibility, reduce the harm they do themselves and others, come off drugs, take up education, improve their housing and finances, get fit, get jobs, start their own businesses and look for more ways to help others.

In setting our objectives and planning our activities our Trustees have given careful consideration to the Charity Commission's general guidance on public benefit. We do not see any detriment or harm that might arise from our objectives or activities. Some may think we should focus on victims of crime, rather than offenders, however our clients are often both. We also believe coaching people convicted of offences can help prevent crime in future, thereby reducing the number of victims.

None of our clients pay for their own coaching and any geographic restrictions are based solely on commissioners' contracts for us to deliver services.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2020

ACHIEVEMENTS

During the year we coached 101 clients – inside and out. This was despite the enforced restrictions of the Covid-19 pandemic, which saw prisons closed to our services and our community services re-launched online for those clients ready and able to be coached by phone or video call.

The Support Team, Coordinators and many others across the charity have worked hard to use the time during this enforced interim period to review our five ‘enablers’ (that make everything we do happen), to ensure they are working as well as possible for us all:

- i. **People** - CIAO’s coaches deliver great coaching with excellent ongoing personal and organisational development.

In response to more commissioners asking us to deliver services we had just launched another recruitment process to increase the capacity and diversity of our coaches when Coronavirus hit, so this was put on hold.

What we were able to do was expand the continuous training and development opportunities for our coaches, as planned, as well as offering regular times for us to come together online to keep us connected as a community.

- ii. **Money** - CIAO is a self-sustaining social enterprise with its coaching services fully funded by contracts.

As CIAO exists to coach people, not to make a profit, the board put our clients first by accepting payments against our prison contracts on the basis that we would aim to deliver the coaching sessions in future. We did not want to be paid for coaching we do not do if we could possibly avoid it.

The organisation has inbuilt resilience thanks to diverse income sources and its flexible business model. We have very few overheads and everyone is self-employed, other than the CEO. We also have reserves built up over our first decade thanks to people giving the charity their expertise and time without payment or at significantly reduced rates compared to the market value of their coaching and consultancy.

CIAO deliberately didn’t apply for Covid-19 funding because of this resilience, as we know it was vitally important that emergency money went to those charities and social enterprises most in need.

- iii. **Commissioners** - Government and other organisations commission coaching from CIAO and other providers as they see the impact it makes helping people to identify their strengths and solve their own problems.

In spite of the political and operating market changing fast, CIAO still secured contracts in more prisons and in the youth justice system through the police. This includes addressing knife crime in our communities and working with children who have had custodial sentences

Being accepted onto the Ministry of Justice’s Probation Dynamic Framework – for Employment Training and Education (ETE) in the first instance – puts us in a strong position to link up with partners to build on our experience of using coaching to support Accommodation, Personal Wellbeing, Women and Young Adults both in the community and through the gate from prisons.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2020

Most importantly this year, the charity is incredibly grateful to its commissioners from across criminal and social justice, who have been responsive and positive about the impact of Covid on our contract delivery.

- iv. **Communication** - Clients, commissioners, coaches and others value what coaching does and all CIAO can add to that.

CIAO always put its clients first and does so on our website coachinginsideandout.org.uk too. The site has been redesigned so that the homepage is the 'shop window' describing coaching in a way that is accessible and positive for those clients who can access the internet. All references highlighting that we work within criminal justice are on other pages, so that clients at risk of offending aren't put off by it, but commissioners can still find out how we meet their needs and great coaches can learn how they might join us.

The charity continues to work to influence the system through meeting/conference attendance, speaking engagements, writing articles etc.

Our expertise was already showcased in the book '*Coaching Behind Bars*' and we were pleased to be asked to write a chapter for the fourth book in the Monument Fellowship series titled: '*What role do kindness, hope and compassion play in the criminal justice system?*', which will be published soon. Our chapter was written collaboratively by three of our coaches about CIAO's extensive work with men and boys. It is called '*Coaching: Tough Questions, Brave Answers*' and shares our approaches with the spotlight being firmly on the extraordinary responses of our clients.

- v. **Processes** - Making everything CIAO does as clear, simple and as human as possible, so that coaches can put their energy into great coaching.

Great administration is vastly under-rated, but we know it's fundamental to our operation and the next section explains the latest iteration of our continuous improvement and growth.

ORGANISATIONAL STRUCTURE

CIAO's Support Team currently includes an Interim CEO, a Head of Business Support, and the Founder (with the CEO and Founder both continuing to report directly to the board and the CEO having full operational control and accountability). The team exists to enable the coaches and service coordinators to provide the best coaching possible for all our clients and commissioners.

CIAO's first CEO Anna Maddox moved on in March 2020 having helped CIAO move into its next phase through its transition from start up to scale up. This was a significant step in moving from being led by a Founder to having a CEO appointed by the board.

Our new Head of Business Support, Lisa Jenkins, was recruited in January 2020 as we also said a grateful goodbye to our part-time Finance Administrator, Katy Ellis. Lisa has a vital wider role providing all financial information and other data, updating all our policies and internal agreements, and giving the essential support that enables coaches to focus on their clients with a minimum of administration.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

Graham Curtis stepped in as Interim CEO in April 2020, bringing continuity with his knowledge from seven years as a trustee. He also brought his experience as one of our very first coaches, when CIAO began working in prisons, and supporting service coordination in the community.

The permanent CEO structure allows leadership to be distributed and puts us in a great place to develop our model for significant growth. After trying and testing the strong foundations built by those who began the organisation, we are now clearer about what is needed to help more and more people change their lives through coaching. CIAO's new form reduces the risks where, like any start up, those involved in early days know a lot. It also reduces the charity's dependence on a few key people and it now has a strong mix of long serving and newer coaches, coordinators and board members.

Consolidating the valuable lessons learnt by us all in our first decade puts CIAO in a very strong position as we look forward to all we, our clients and our commissioners can now do together in our second decade.

CIAO'S PLANS FOR THE FUTURE

Coaching Inside and Out will continue to build on the activity above and seek new contracts, as well as restarting our paused recruitment process to support all this.

As the charity prepares for its 10th anniversary celebrations later this year we have also explored how we might celebrate this regardless of the Covid-19 situation.

As well as writing about our clients, our coaches, our commissioners and our culture we shall look to use other media and improving our website further to illustrate what we have seen and done. This will include curating and sharing the wealth of resources we have built up from all our learning over those ten years.

We shall look back to evaluate the impact of our first decade with the increases in well-being, hope and participation; as well as across a range of more concrete areas such as relationships, work and housing. As always, we shall gather and share stories of the changes in clients' lives and the social impact linked to this, as we have done since we began to coach.

RESERVES AND RISK

As CIAO grows, the Board continues to retain undesignated reserves at a level of three months' running costs. This gives a margin for risks (such as a commissioner defaulting on a payment) and reflects the structure of the organisation where we have both low fixed costs through flexible contracting as well as responsibilities and liabilities for a small number of paid employees where we would need to meet redundancy costs.

However, CIAO will look to retain a higher level of reserves as there is a need for greater working capital, as we scale up to take on larger contracts, and we are in extraordinarily uncertain times.

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed, and systems or procedures have been established to manage those risks.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

THANKS

The trustees remain immensely grateful to everyone involved with Coaching Inside and Out, both paid and unpaid colleagues and friends, as they continue to give well beyond anything we might realistically expect. CIAO would simply not exist without them.

In particular we would like to thank:

- Our long-standing charitable funder (The Stanley Grundy Foundation);
- Our commissioners and their staff, who enable us to reach our clients; and
- CIAO's extraordinary coaches and their clients who do the really hard work.

FINANCIAL REVIEW

The charity recorded a surplus in the period of £10,753. This has arisen primarily from the receipt of contract income from coaching activities and careful financial management with smooth operational delivery by our coordinators.

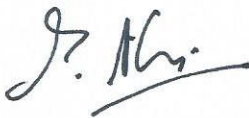
ACCOUNTANTS

Are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed on behalf of the trustees



Elizabeth Anne Cross
Chair

21 September 2020

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)**

YEAR ENDED 31 MARCH 2020

	Note	Total Funds 2020 £	Total Funds 2019 £
INCOMING RESOURCES			
Incoming resources from generating funds:			
Donations	4	5,000	-
Coaching income	5	132,122	138,203
TOTAL INCOMING RESOURCES		<u>137,112</u>	<u>138,203</u>
RESOURCES EXPENDED			
Charitable activities		(126,369)	(130,555)
TOTAL RESOURCES EXPENDED		<u>(126,369)</u>	<u>(130,555)</u>
NET INCOMING RESOURCES FOR THE YEAR		10,753	7,648
RECONCILIATION OF FUNDS			
Total funds brought forward		94,674	87,026
TOTAL FUNDS CARRIED FORWARD		<u>105,427</u>	<u>94,674</u>

The Statement of Financial Activities includes all gains and losses in the year.

All of the above amounts relate to continuing activities.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

STATEMENT OF FINANCIAL POSITION

31 MARCH 2020

	Note	2020 £	2019 £
CURRENT ASSETS			
Money other people owe us (Debtors)	7	37,452	30,374
Cash at bank		<u>131,045</u>	<u>89,436</u>
		168,497	119,810
MONEY WE OWE OTHER PEOPLE (CREDITORS)			
Amounts falling due within one year	8	<u>(63,070)</u>	<u>(25,136)</u>
NET CURRENT ASSETS		105,427	94,674
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>105,427</u>	<u>94,674</u>
NET ASSETS		<u>105,427</u>	<u>94,674</u>
FUNDS			
Unrestricted income funds	9	<u>105,427</u>	<u>94,674</u>
TOTAL FUNDS		<u>105,427</u>	<u>94,674</u>

For the year ended 31 March 2020 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These accounts were approved by the members of the Board and authorised for issue on 21 September 2020 and are signed on their behalf by:



Elizabeth Anne Cross
Director

Company Registration Number: 8453619

The notes on pages 11 to 13 form part of these accounts.

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2020

1. GENERAL INFORMATION

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 41 Greek Street, Stockport, SK3 8AX.

2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Fixed assets

All fixed assets are initially recorded at cost.

4. DONATIONS

	Unrestricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Donations			
Charitable donations	5,000	5,000	-
Individual donations	-	-	-
Gift Aid	-	-	-
	<u>5,000</u>	<u>5,000</u>	<u>-</u>

5. COACHING INCOME

	Unrestricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Coaching	132,122	132,122	138,203
	<u>132,122</u>	<u>132,122</u>	<u>138,203</u>

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2020

6. STAFF COSTS

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2020 £	2019 £
Wages and Salaries	25,500	21,179
Employer Contributions to pension plans	581	260
	<u>26,081</u>	<u>21,439</u>

The CEO is a direct employee. All other activities undertaken continue to be carried out on a self-employed basis

7. MONEY OTHER PEOPLE OWE US (DEBTORS)

	2020 £	2019 £
Debtors	37,452	30,374
	<u>37,452</u>	<u>30,374</u>

8. MONEY WE OWE OTHER PEOPLE (CREDITORS)

Amounts falling due within one year

	2020 £	2019 £
Deferred income	35,880	-
Accrual	8,681	20,240
VAT	18,509	4,896
	<u>63,070</u>	<u>25,136</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 1 April 2019 £	Incoming resources £	Balance at 31 March 2020 £
General Funds	<u>94,674</u>	<u>10,753</u>	<u>105,427</u>

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2020

10. COMPANY LIMITED BY GUARANTEE

Under paragraph 3 of the Company's Memorandum of Association every member of the Company undertakes to contribute such amounts as may be required (not exceeding £10) to the assets of the Company if it should be wound up while they are a member or within one year after they cease to be a member, for payment of the Company's debts and liabilities contracted before they cease to be a member, and of costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves.