

**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE
ACCOUNTS
31 MARCH 2019**

**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 2019

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

ACCOUNTS

YEAR ENDED 31 MARCH 2019

Executive Summary

I am delighted on behalf of the Board, and all the team at Coaching Inside and Out (CIAO), to present these accounts to you. Whilst the numbers tell their story – they don't communicate the full picture- the quality of coaching conversations we know go on; what happens for our clients as a result of accessing coaching support; the long term relationships we have with a number of Commissioners; or the value that people see in the work we do – both value for money and impact in terms of social change.

I also want to share at this time the Board's deep appreciation for all those who make this organisation special, and the pride we have in the services we provide and the impact those we coach tell us coaching has made in helping them change their lives and positively impact the lives of others.

From our beginning in 2010, our first coaching in 2011 and our incorporation in 2013, we have continued to build upon all we have done and achieved before. In particular I would want to highlight that we have.

- Coached 180 people bringing the total number of people that we have coached to over 1,200.
- Had the benefit of 40 skilled coaches who have used their extensive skills to support our clients to build hope, participation and focus on their wellbeing.
- Brought our community of coaches, trustees and coordinators together more to share knowledge, support each other and tap into their wide-ranging skills and expertise to determine the strategic direction for the organisation.
- Invested time in our infrastructure and resources, welcoming Katy Ellis as our Finance and Administration Officer and a number of great co-ordinators who have strengthened our team and enabled us to deliver quality assured services across the North West and the Midlands.

We have also this year continued to strengthen our leadership and governance arrangements. Our CEO Anna Maddox has now been in post over a year, and her leadership and fresh eyes have re-energised our business. Our founder and former MD, Clare McGregor, continues to support the Board, its CEO and the charity developing the market in which we work by sharing her decades of experience in the criminal justice system and the evidence of CIAO's impact in making a sustainable impact in helping all who have been involved in the system to access coaching so they can help themselves and others.

I should also mention at this point, this business has also benefited from the efforts of those who serve as non-executive directors and trustees. We continue to be well governed by our Board of six. My appreciation to all of those who have enabled us to harness the best of continuity and renewal at Board level – and for the increasing time they have given in events we have run throughout the year that has enables us to work more with our coaches around strategy, businesses development and strengthening our services and quality assurance through our Theory of Change work.

We would like to extend our thanks to all those who have helped make this such a great year and we look forward to continuing to make a positive impact with even more clients in the years to come.

Liz Cross
Chair of the Board

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2019

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 2019.

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:

Ben Amponsah	Appointed 20 May 2019	Director
Clare McGregor Allen	Resigned 15 November 2018	Director
Christopher Fox	Appointed 1 August 2016	Director
Elizabeth Anne Cross	Appointed 20 March 2013	Chair, Director
Graham Curtis	Appointed 20 March 2013	Director
Helen McFarlane	Appointed 20 May 2019	Director
Annette Hennessy	Appointed 15 May 2017	Director

CIAO is extremely grateful to Clare McGregor who has stepped down as a director to focus her not inconsiderable energy on developing the market for coaching for CIAO. Clare's role is discussed in more depth later in the report.

Accountants	Downham Mayer Clarke Limited Chartered Accountants 41 Greek Street Stockport Cheshire SK3 8AX
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**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

TRUSTEES' REPORT

The trustees of Coaching Inside and Out (CIAO) present their annual report and independently examined accounts for the period ended 31 March 2019 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	Appointed 20 March 2013
Helen McFarlane	Appointed 20 May 2019

We now have the requisite areas of skill, competencies and experience needed and are able to call upon others from outside the board if needed. There is also a good balance of coaching, of other perspectives and of different forms of challenge. The reports from the CEO provide good structure and flag up areas to consider in good time.

**COACHING INSIDE AND OUT
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TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

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.

ACTIVITIES AND OBJECTIVES

Coaching Inside and Out continues to work with men, women, families and young people at risk of offending, as well as people in prison and people with convictions in the community. We've recruited, trained and developed over 40 skilled coaches who've coached clients individually and in groups.

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.

ACHIEVEMENTS

During the year we coached 180 clients, taking the total number of clients coached by CIAO since our inception in 2011 to over 1,200.

Our coaches work with clients to help them realise what they want to change, often in extremely tough circumstances. 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 self-esteem and confidence leading to improved hope for the future. People say they are better able to deal with problems. Many say they feel calmer and better able to deal with other people, including staff, other prisoners, their families and friends. Others are better able to participate in work or education.

The work that we do increases people's well-being, gives them hope and increases their participation. Feedback from clients is overwhelmingly positive.

Clients in the community look at many aspects of their lives, including: improving peer relationships, anger management, financial and career aspirations, and taking steps to improve their own health and wellbeing.

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

ACHIEVEMENTS (cont.)

We continue to develop our relationships with our commissioners, providing them with evidence of the impact our coaching has.

CIAO's varied commissioners include local authorities and healthcare providers as well as criminal justice partners. We have been approved for the Ministry of Justice's Dynamic Purchasing System, which enables us to respond to tenders for coaching within prison education departments. We also continue to speak to commissioners directly to encourage them to purchase coaching.

We have continued to reach out further to criminal and social justice partners to encourage them to consider using coaching including Police and Crime Commissioners, Community Rehabilitation Companies, Youth Justice Teams, Young Offender Institutions and Approved Premises.

ORGANISATIONAL STRUCTURE

More than a year in to post we are delighted that our CEO Anna Maddox continues to lead CIAO and to work with the Board to ensure the quality of what we do is second to none. In retaining the insight and energy of our Founder Clare McGregor, the Board has kept the benefit of Clare's experience. Her role has been to develop the market to create opportunities for growth, influence national and local policy, advise the Board on the operating environment and strategy and support the organisation to secure contracts for services. Both the CEO and the Founder report directly to the board.

We have invested time in our coaches, bringing people together to share their extensive expertise and knowledge. We have developed people as coaches through training and development events and through a review of our Supervision offer. We brought our coaches, coordinators and our Board together in November and January to look at strategy and to engage others in helping us to grow the business and expand our services. This inclusive approach, which seeks to leverage the wisdom of many, helps us develop the key actions that will take CIAO forward over the coming months and years.

We were also pleased to bring together a number of coaches and Board members to sign off on the work that was done last year on our Theory of Change. Capturing the Theory of Change helps us to ensure we are all consciously delivering services with a rigour and coherence that underpins quality and helps us to ensure that as many people as possible gain access to great coaching wherever they find themselves in relation to the criminal justice system.

Our contracts all run smoothly, thanks to the hard work of our part time Coordinators who all work on specific services to ensure that strong relationships are developed with commissioners and local staff working with our client group. And, of course, our team of wonderful coaches, who work with our clients to enable the changes they make.

We have strengthened the organisation ensuring that we have the right resources in place to replicate our work in new areas. This team is now enhanced by the creation of a new, part time role of Finance Administrator whose work supports the smooth running of the organisation, allowing CIAO to bring in and deliver further contracts more efficiently and effectively as well as strengthening our capacity to deliver all three of our charitable objectives.

We would like to extend our thanks to those who have moved on from CIAO during the course of the year. We wish people well for the future and look forward to hearing about what that future holds.

**COACHING INSIDE AND OUT
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TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

CIAO'S PLANS FOR THE FUTURE

With a strong team in place and the wealth of experience, knowledge and evidence built up since 2010, the coming year is an exciting time for CIAO. We will build on what has gone before to bring us closer to our vision that all people convicted of offences, or at risk of offending, are offered life coaching so they can help themselves. Our work is underpinned by our robust Theory of Change which shows that the time and space that our coaches hold for clients can change their lives and it is never too early, or too late to make that change.

The activities we undertake will support the four pillars of our business plan.

i. Delivering coaching

Using the work we have executed to enable us to understand the external factors at play, we will focus on sustainable growth of our services. We will develop our model in different settings, with more varied groups to meet our commissioners' needs, supporting their aims for the people they support to improve people's well-being, giving them hope and increasing their participation.

We will expand the CPD opportunities we offer our coaches offering regular times to come together as a community to develop and grow best practice. We will nurture their natural curiosity and support them with the knowledge and tools they need to work in CIAO's environment.

Our services will be underpinned by a mature organisation with robust policies and procedures that respond to changes in legislation. We will utilise technology to ensure that our dispersed workforce is able to work to these standards, keeping themselves, their clients and the organisation safe.

ii. Challenging assumptions and advocating for the wider use of coaching

We will advocate the value that coaching can contribute to building a 'just society'. We will rejuvenate our communications with an improved website and messaging for clients, commissioners and the coaches we work with.

iii. Increasing the demand for coaching by commissioners

We will continue to gather evidence of CIAO's coaching impact and leverage the key metrics associated with our work to influence policy and encourage the commissioning of coaching.

We will develop the market and create opportunities for business growth, showcasing CIAO through attendance at meetings and conferences, speaking engagements and writing articles.

iv. Increasing the supply of coaching by organisations and individual coaches

We will encourage people to coach in the criminal justice context. We will validate the difference they can make with clients who really want to make change, through the evidence we collect on our impact.

**COACHING INSIDE AND OUT
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TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

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.

Last year's decision to invest in business development left the business with a cushion of working capital of well over £90,000 at the end of 2018/19.

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.

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 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.

**COACHING INSIDE AND OUT
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TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2019

FINANCIAL REVIEW

The charity recorded a surplus in the period of £7,648 beyond retained and designated reserves its holding. This reflects operational delivery timings and is a very small proportion of overall reserves.

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

A handwritten signature in dark ink, appearing to read 'Elizabeth Anne Cross', written in a cursive style.

Elizabeth Anne Cross
Chair

16 September 2019

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

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

YEAR ENDED 31 MARCH 2019

	Note	Total Funds 2019 £	Total Funds 2018 £
INCOMING RESOURCES			
Incoming resources from generating funds:			
Donations	4	-	6,448
Coaching income	5	138,203	132,428
Investment income	6	-	-
TOTAL INCOMING RESOURCES		<u>138,203</u>	<u>138,876</u>
RESOURCES EXPENDED			
Charitable activities		(130,555)	(87,541)
TOTAL RESOURCES EXPENDED		<u>(130,555)</u>	<u>(87,541)</u>
NET INCOMING RESOURCES FOR THE YEAR		7,648	51,335
RECONCILIATION OF FUNDS			
Total funds brought forward		87,026	35,691
TOTAL FUNDS CARRIED FORWARD		<u>94,674</u>	<u>87,026</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 2019

	Note	2019 £	2018 £
CURRENT ASSETS			
Money other people owe us (Debtors)	8	20,374	46,998
Cash at bank		<u>89,436</u>	<u>112,707</u>
		119,810	159,705
MONEY WE OWE OTHER PEOPLE (CREDITORS)			
Amounts falling due within one year	9	<u>(25,136)</u>	<u>(72,679)</u>
NET CURRENT ASSETS		94,674	87,026
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>94,674</u>	<u>87,026</u>
NET ASSETS		<u>94,674</u>	<u>87,026</u>
FUNDS			
Unrestricted income funds	10	<u>94,674</u>	<u>87,026</u>
TOTAL FUNDS		<u>94,674</u>	<u>87,026</u>

For the year ended 31 March 2019 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 16 September 2019 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 2019

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 2019 £	Total Funds 2018 £
Donations			
Charitable donations	-	-	6,448
Individual donations	-	-	-
Gift Aid	-	-	-
	<u>-</u>	<u>-</u>	<u>6,448</u>

5. COACHING INCOME

	Unrestricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Coaching	<u>138,203</u>	<u>138,203</u>	<u>132,428</u>

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

NOTES TO THE ACCOUNTS *(continued)*

YEAR ENDED 31 MARCH 2019

6. INVESTMENT INCOME

	Unrestricted Funds	Total Funds 2019	Total Funds 2018
	£	£	£
Bank interest receivable	-	-	-
	<u> </u>	<u> </u>	<u> </u>

7. STAFF COSTS

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

	2019	2018
	£	£
Wages and Salaries	21,179	<u> </u>
Employer Contributions to pension plans	260	<u> </u>
	<u> </u>	<u> </u>
Total	21,439	<u> </u>

This reflects the decision to employ the CEO as a direct employee. All other posts remain self employed.

8. MONEY OTHER PEOPLE OWE US (DEBTORS)

	2019	2018
	£	£
Debtors	30,374	46,998
	<u> </u>	<u> </u>
	30,374	<u>46,998</u>

9. MONEY WE OWE OTHER PEOPLE (CREDITORS)

Amounts falling due within one year

	2019	2018
	£	£
Accruals	20,240	58,426
VAT	4,896	14,253
	<u> </u>	<u> </u>
	25,136	<u>72,679</u>

10. UNRESTRICTED INCOME FUNDS

	Balance at 1 April 2018	Incoming resources	Balance at 31 March 2019
	£	£	£
General Funds	87,026	7,648	94,674
	<u> </u>	<u> </u>	<u> </u>

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

NOTES TO THE ACCOUNTS *(continued)*

YEAR ENDED 31 MARCH 2019

11. 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.