

# SPARK INSIDE

England & Wales · Charity number 1148420

## Details

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Status	Registered
Legal form	Charitable company
Company number	<a href="#">07984016</a>
Registered	2012-08-02
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Office 386 Salisbury House London Wall London EC2M 5SQ
Phone	02034680706
Email	<a href="mailto:team@sparkinside.org">team@sparkinside.org</a>
Website	<a href="http://www.sparkinside.org">www.sparkinside.org</a>

## Activities

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**Objects:** The charity's objects ("Objects") are specifically restricted to the following for the public benefit:4.1.1 to advance the education of people who have come into contact with, or are working in, the criminal justice system, individuals at risk of coming into contact with the criminal justice system and socially excluded groups through the development of individual capabilities, competencies, skills and understanding; and4.1.2 to prevent and relieve poverty by promoting the reduction and prevention of crime and (so far as it is exclusively charitable) by promoting the welfare of people who have come into contact with the criminal justice system, individuals at risk of coming into contact with the criminal justice system and socially excluded groups; and4.1.3 to advance the rehabilitation of people who have come into contact with the criminal justice system and reduce reoffending.

**Activities:** Spark Inside coaches young people in prisons and on release to unlock their potential and reduce reoffending.

## Classification

- **How:** Provides Services
- **What:** General Charitable Purposes, Education/training, Economic/community Development/employment
- **Who:** Children/young People, Other Defined Groups

## Geography

- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,456,851	£1,193,942	£1,199,005	13
2024-03-31	£1,087,158	£1,006,418	£936,096	12
2023-03-31	£927,788	£887,984	£855,356	11
2022-03-31	£834,524	£738,590	£815,552	8
2021-03-31	£786,836	£670,274	£719,618	9

## Trustees

Name	Role	Appointed
<b>Erica Louise Handling</b>	Chair	2020-10-29
Fionnuala Patricia Gordon		2025-01-30
Hamish Douglas MacLellan		2019-04-30
Heather Jayne Whitehead		2025-01-30
Jaskaren Singh Dayal		2025-01-30
Jonathan Patrick Carter		2026-02-05
Lynn Noelle Dunne		2025-01-30
Melissa Case		2022-07-28
ROBERT DOUGLAS FERGUSON		2018-01-24
Simon Drysdale		2022-07-28
Stephanie Michelle Davin		2020-10-29

**SPARK INSIDE**

England & Wales - Charity number 1148420

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# Accounts

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**Registered number: 07984016**  
**Charity number: 1148420**

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report and financial statements**  
**for the year ended 31 March 2025**

**Spark Inside**  
**(A company limited by guarantee)**

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**Spark Inside**

**(A company limited by guarantee)**

**Reference and administrative details of the Charity, its Trustees and advisers for the year ended 31 March 2025**

**Trustees** R D Ferguson  
M Case  
H MacLellan, Vice Chair  
S Davin  
J Lyseight, Treasurer  
E Handling, Chair  
S Drysdale  
F Gordon (appointed 30 January 2025)  
L Dunne (appointed 30 January 2025)  
J Dayal (appointed 30 January 2025)  
H Whitehead (appointed 30 January 2025)

**Company registered number** 07984016

**Charity registered number** 1148420

**Registered office** Unit 386  
Salisbury House  
London Wall  
London  
EC2M 5SQ

**Chief executive officer** Vicki Cardwell

**Independent auditors** Kreston Reeves Audit LLP  
Statutory Auditor  
Nile House  
Nile Street  
Brighton  
East Sussex  
BN1 1HW

**Bankers** CAF Bank Ltd  
West Malling  
Kent  
ME19 4JQ

**Solicitors** Arnold & Porter LLP  
Tower 42  
25 Old Broad Street  
London  
EC2N 1HQ

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report for the year ended 31 March 2025**

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 April 2024 to 31 March 2025. The annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

### **A Message from our Board Chair**

I am always so inspired when I hear the testimonies of the young people who have participated in our Hero's Journey programmes - 274 young people this year – describing how the coaching they undertake leads them to recognise their innate potential and the resources they have within themselves and to transform their lives in remarkable ways on leaving prison. Not only have we reached the highest number of young people coached ever this year but, as set out in our Strategy, we have also piloted exciting innovations in the programmes we offer, including coaching women in prison for the very first time. The early outcomes of this work are already really promising: with participants gaining confidence, clarity, and the tools they need to face challenges head-on.

As we look ahead, the Board and our leadership team remain laser-focused on delivery. We are pleased to have concluded the year with a surplus which we intend to invest in expanding our reach in 2025–26. It is worth noting that while some funding was received upfront in this financial year, certain costs will be incurred next year, and so we continue to plan carefully to sustain our impact.

Our Board continues to function effectively, guided by the insight and commitment of our Trustees and Executive Team, and has been further strengthened by the addition of four excellent new trustees - a testament to our growing capacity to lead and to deliver.

One of the biggest challenges we set ourselves as an organisation in our current strategy, was to develop and test different ways of improving prison culture, finding ways to introduce a coaching approach into the prison environment and enhance the potential for rehabilitation. We recognise the challenges in shifting culture, not least with high levels of violence and overcrowding in prisons, but day by day, conversation by conversation, we are embedding coaching as a valued and powerful approach, for young people, staff, and the wider prison system. We are rigorously evaluating this work and look forward to reporting on our progress at the end of the strategic cycle.

I'd like to say a heartfelt thank you to everyone - our supporters, Trustees, staff, coaches, partners, and, most of all, the young people themselves - who demonstrate such courage and resilience. Together, we continue to unlock potential, foster hope, and drive a culture of rehabilitation that endures.

**Erica Handling  
Chair, Board of Trustees**



Erica Handling 24 Nov 2025 15:17:34 GMT (UTC +0)

24 November 2025

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **A Message from our CEO**

This year has been a landmark one for Spark Inside: a year of growth, innovation, and recognition as we continue to champion the power of coaching in the criminal justice system.

We were honored with the Zurich Insurance UK DEI Award for our commitment to diversity, equity and inclusion in our programming through the Black Hero's Journey™ programme. This award is a testament to the dedication of our team, coaches and the young people participating.

We've also made exciting strides in expanding our reach. This year marked the early stages of our work in the East Midlands - a step toward our longer-term goal of reaching more young people across the country. Our coaching programmes are now helping to unlock potential in new regions, while continuing to deliver transformational impact in London and the South East.

For the first time, we brought our unique approach to two new environments: an open prison and Oasis Restore, the UK's first secure school. These are powerful examples of how coaching can support young people and staff in different types of custodial settings, helping to build meaningful change. Internally, we've continued to invest in what makes Spark Inside special — our people and our culture. This year we expanded our coaching skills training across the organisation and renewed our focus on a healthy, inclusive and values-driven culture. We know that to deliver lasting impact, we must continually learn and grow as a team.

As ever, I am regularly inspired by the talent and insight of the young people we coach. This year the spoken word performance of one of our Champions to a packed audience, where you could hear a pin drop, was a powerful moment that will stay with me.

As you'll read in the pages ahead, our work is more vital than ever — and thanks to your ongoing support, we're able to meet this moment with hope and determination.

**Vicki Cardwell**  
**Chief Executive Officer**



Vicki Cardwell 24 Nov 2025 14:59:22 GMT (UTC +0)

24 November 2025

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **Vision**

The futures of people affected by the criminal justice system are determined by their potential, not their past.

#### **Mission**

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

#### **Objectives and activities**

Spark Inside runs coaching programmes in prisons, young offender institutions (YOIs) and the community, primarily across London and the South East. Our programmes unlock the potential of those living and working in prison, encourage rehabilitation, change prison culture, and contribute towards a reduction in reoffending. We are one of the first organisations to offer young people in prison the support of highly qualified, expert coaches and to give them access to the same calibre of coaching made available in the corporate world.

**Hero's Journey™** is our award-winning coaching programme that empowers young people in the criminal justice system to rewrite their future. Through group workshops followed by one-to-one coaching, young people are supported to identify where they are in their life's journey and equipped with the tools, confidence and resilience to build a bright future that excites them.

**Black Hero's Journey™** is our award-winning, tailored coaching programme, co-designed with young Black men with lived experience, that addresses the specific experiences of young Black men in the prison system, who are over-represented.

**Prison staff coaching** supports frontline staff and leaders in the prison system to manage and improve their own wellbeing, confidence and skills and capabilities. This in turn improves the quality of support they can offer people in their care and contributes to the creation of a coaching culture in prison.

**The Conversation®** is our systems coaching programme for large groups of prison staff and prisoners, to enhance their relationships, improve empathy, and support sustained, positive cultural change on prison wings.

**Voices of young people:** In addition to our coaching programmes, a core part of our work is ensuring that the voices of young people in contact with the criminal justice system are listened to, and that they help to shape our strategy, coaching programmes and campaigns.

**Influencing:** We also remain committed to working with parliamentarians and government officials to influence criminal justice policy and shift the perception of people in prison, platforming their voices and highlighting their unlocked potential.

Details of our main activities and the beneficiaries of our work are described in detail below. All our charitable activities focus on the encouragement of rehabilitation and contribution towards a reduction in reoffending. The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit in setting the charity's objectives and activities.

## Spark Inside

(A company limited by guarantee)

### Trustees' report (continued) for the year ended 31 March 2025

#### Achievements and performance

##### Individual change: *Using coaching to unlock the potential of individuals*

##### Hero's Journey™

Hero's Journey™ is our award-winning life coaching programme that empowers young people in the criminal justice system to rewrite their future. Through group workshops followed by one-to-one coaching, young people are supported to identify where they are in their life's journey and equipped with the tools, confidence and resilience to build a bright future that excites them.

Our experienced coaches don't tell young people what to do, but instead support them to believe change is possible, see the resources they have within them, and empower them to make different choices.

In 24/25 we were delighted to reach more young people than **ever before**, coaching **274** people in prison, through the gate and in the community.

We are proud to see the positive impact our work has on the young people we work with. Using the respected Outcomes Star tool, young people who complete the Hero's Journey report the following progress.

Percentage of young people who reported making progress in the following areas:

- 82% made progress in Communicating
- 78% made progress in Choices and Behaviour
- 78% made progress in Interests and activities
- 76% made progress in Education and Work
- 73% made progress in Hopes and Dreams
- 64% made progress in Health and Well-being

Daniel, a young man who received one-to-one coaching from Spark Inside, had this to say about the experience:

*"You can either wish things were different or be the change you want to see. I chose the latter. After years of planning, sketching, taking notes, and learning, **coaching became exactly what I needed** to help me define my short, medium, and long-term goals—understanding my current state, desired state, and the obstacles in between. I feel positive, ready, and determined to move forward. I'm chasing accomplishment."*

This type of transformational work that supports young people like Daniel to lead purposeful, productive lives after imprisonment, has a profound impact on wider society. An independent Cost Benefit Analysis of our work found that every £1 invested in Hero's Journey™ generates at least £5.94 of benefits for criminal justice agencies, health services, victims and employers.

## Spark Inside

(A company limited by guarantee)

### Trustees' report (continued) for the year ended 31 March 2025

#### Achievements and performance (continued)

##### Black Hero's Journey™

In 24/25 we ran 8 Black Hero's Journey™ programmes, supporting 56 young Black and Mixed Heritage men across 3 prisons and through the gate, to explore their identity, heritage and culture and come away from workshops feeling empowered, uplifted and more able to carve out a bright future.

*"Understanding that it's not about changing myself or how I look, but rather understanding why these perceptions exist and what I can do to help myself."*

We published our report, [here](#), and shaped by the voices and experiences of 'storytellers' - seven young Black and Mixed Heritage men who took part in the programme.

We were heartened that this report found that the programme enables participants to:

- **challenge negative stereotypes;**
- **navigate their own racial and cultural identities;**
- **celebrate being Black;**
- **develop a positive sense of self;**
- **develop a sense of 'brotherhood';**
- **discover greater purpose, motivation and hope for the future.**

*"I feel like I have got a calling in life, greater than what I limit myself to. Society and the system try to keep me boxed in, but I'm greater than that."*

This year, our Black Hero's Journey™ programme won the Zurich Insurance Diversity and Inclusion Award in recognition of its innovation and impact.

##### Coaching Young Women

This year we began coaching young women in prison for the first time, supporting women in HMP East Sutton Park through one-to-one sessions with our brilliant coaches.

Our first two cohorts of women have been supported to build the confidence and clarity to tackle challenges like self-esteem, family relationships, and planning for release. And the results? Inspiring! One woman told our Service Delivery Manager:

*"I've got my mojo back! Since the last session, I've applied for loads of jobs and I've got two interviews next week!"*

Our team are working hard to pioneer a coaching approach tailored to the unique experiences of women in prison and we will focus on developing and growing this work in 2025/26.

## **Spark Inside**

**(A company limited by guarantee)**

**Trustees' report (continued)  
for the year ended 31 March 2025**

### **Achievements and performance (continued)**

**Institutional change: *Changing prison culture so that rehabilitation is possible***

#### **Prison Staff Coaching**

This year, we coached **50** prison staff members, supporting them to manage stress, increase their skills and confidence, and build resilience in an environment that continues to be extremely challenging. This in turn improves the quality of support they can offer people in their care and contributes to the creation of a coaching culture in prison.

This year, we also partnered with the Prison Reform Trust to coach Deputy Prison Governors who were part of their Next Generation leadership development programme. One of the **20** Prison Governors we coached this year said:

*"Every session has added value to both my personal and professional development whilst enabling me to create a toolkit of skills to refer to and reflect on regularly. My leadership has improved through developing new techniques to generate a culture of accountability and self-reflection across my team."*

#### **The Conversation®**

In 24/25 we completed the first pilot of our new enhanced version of The Conversation®. The Conversation® is our systems coaching programme which brings together prison staff and residents, incorporating elements of Deep Democracy (a practical method of conflict-resolution and holding challenging conversations that was first developed during the post-apartheid era in South Africa). The programme aims to enhance relationships, improve empathy, and support sustained, positive cultural change on prison wings.

Pilot 1 took place at HMP High Down, with a group of residents and staff coming together to explore how they could improve living conditions on the wing.

One of the facilitators said:

*"I witnessed profound listening, deepening of understanding and real shifts in relationships. I have been involved in so many prisons projects over the years, but this one feels different."*

What stood out were the commitments made to make the wing a better place to live and work, including:

1. Residents would be given the opportunity to work together with staff on what areas on the wing needed investment to help shape next year's budget request.
2. A Custodial Manager reflected on how they could be more present and responsive.
3. Officers and residents collaborated on what activities could be offered in the social spaces under the new regime.
4. Residents were able to express their appreciation for the work the staff do.

The Conversation® is core to Spark Inside's aim to improve prison culture, so that rehabilitation is possible. We continue to test, refine and evaluate this programme; and look forward to starting our second pilot in 25/26 at HMP Wormwood Scrubs.

## Spark Inside

(A company limited by guarantee)

Trustees' report (continued)  
for the year ended 31 March 2025

### Achievements and performance (continued)

#### Coaching skills for gym staff

We began an exciting pilot in HMP Brixton, delivering coaching skills training for prison gym staff. Gym staff are highly influential members of the prison workforce, who often enjoy positive relationships with young people in custody, connecting with them in a different way to other staff and often having more time with young people who regularly access the gym. For this reason, we wanted to equip this valuable team with coaching skills that enable them to have powerful, transformational interactions with young people beyond the physical coaching they provide.

This opportunity includes supporting staff to find coaching moments in their role at work; attune to listening for feelings and values; and how to ask excellent quality questions, all of which can better support an individual's rehabilitation and promote a coaching culture in prisons.

The feedback we have received demonstrates the difference coaching skills can make to interactions between staff and people living in prison:

*"I've learnt that helping someone to think is more powerful than telling them what to do."*

This highlights a core distinction between coaching and mentoring that is reflected across all our programmes. That is, providing people with individual agency and a recognition of the resources and skills they already have within themselves to make changes and achieve their goals can lead to sustained personal change.

We look forward to building on this work next year, furthering our mission to drive culture change in prisons so that rehabilitation is possible.

*Systemic change: Driving culture change in the criminal justice system so that rehabilitation is possible*

A key part of our mission is to drive culture change in the criminal justice system, so that rehabilitation is possible. Drawing on our direct knowledge and expertise from our coaching work in prisons, we seek to champion equity and opportunity. We do this through our advocacy, policy and campaigning work.

#### Being Well, Being Equal

Building on the momentum of our ongoing Being Well, Being Equal campaign, in March 2025 we held our second roundtable, bringing together policymakers and practitioners in the justice and health sectors, alongside Spark Inside Champions—young men with lived experience of the justice system who help shape our work. Guests and the Champions collaborated to tackle the question: **How do we promote the Mental Wealth of young Black men in prison?**

The term 'Mental Wealth', created by one of the Spark Inside Champions, is a reframing of mental health; which often carries stigma, particularly for young Black men in custody. His challenge was to view Mental Wealth as a wellbeing revolution, and as something you build, invest in and improve as you would physical health.

Central to the event was hearing from the Champions about their experiences, ideas for change, and the impact of coaching on their lives. They spoke openly about stigma, the struggles of accessing support, and being vulnerable in a prison environment.

*"As young black people in prison, it's like mental health is so stigmatized within our cultures. It's not something that's acknowledged at all. So in prison now, everybody has got this mask on. And in terms of even being able to have that conversation with the next man, it's like, how do I know you're able to have that conversation? How do I break down this wall, especially if this wall is going to make me vulnerable?"*

The roundtable set the stage for bigger conversations about how young Black men in custody can get the mental health support they deserve and made it clear that real change must come from those with lived experience leading the way. We look forward to turning these insights into action and working with the Champions and other stakeholders to co-produce practical guidance and tools for prisons.

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **Champions**

Our Champions group consists of 8 young people who have had coaching with Spark Inside. They meet regularly and discuss topics relating to our work, inputting their views and ideas and shaping the way we do things.

In the past year our Champions have made significant contributions to Spark Inside, including speaking at our policy, influencing and fundraising events, supporting us in staff recruitment, and contributing to our Black Hero's Journey™ report. One champion, Jonno, wrote, scored and recorded a powerful spoken word piece with original soundtrack, set to a co-produced animation which you can view [here](#). We were hugely grateful to Jonno for performing the piece at the Paul Hamlyn Foundation showcase event, marking the end of our 5-year partnership with the funder.

We continue to offer development opportunities for this excellent team, including funding training and qualifications, and look forward to supporting them in their growth, as they support us in ours, in 25/26.

#### **In-Prison Advisory Boards**

Our In Prison Advisory Boards (IPABs) continue to be a key mechanism for gathering insights from young people in prison. This year we continued working in HMP Brixton, and through a series of focus groups, one-to-one interviews and peer research, gained valuable insights into what support young people felt Spark Inside should offer through the gate, helping inform our HMPPS Innovation Grant funded Black Hero's Journey™ programme.

#### **Changing narratives**

We have continued to use our communications to make the case for coaching as a valuable tool in the criminal justice system. We use our external communications, our website, social media and traditional media to spread the word about the power of coaching and to champion young people as a group who face specific challenges and have distinct needs, but who also possess unique strengths and have the greatest potential for positive change.

This year, over **18,000** people followed us on social media and used our website, a **56% increase** on 23/24. We were delighted to be featured in The Voice newspaper, we contributed to The Fabian Society Review and were regularly covered in the key justice sector news outlets. Next year, we will continue to champion coaching in the justice system and redouble our efforts to change narratives, shifting the focus to young people's potential, not their past.

#### **A word on our coaches**

We only hire coaches who have qualifications recognised by an accredited organisation, such as the International Coaching Federation, the European Mentoring and Coaching Council, or the Association for Coaching, and who have logged a minimum of 100 hours of coaching.

Combined, our fantastic team has more than 10,000 hours of practice, with previous experience working in private and corporate sectors, as well as trauma recovery, alcohol and drugs recovery, mental health, and youth work. Many balance their coaching for us with a portfolio of blue-chip, global companies.

Our coaches attend regular professional supervision meetings with our coach supervisors, training sessions and events, and continuously reflect on their practice and development. As our coaches deliver in a prison environment, we require all coaches to be fully vetted, key trained, have enhanced DBS certificates that are less than a year old, to maintain knowledge and understanding of security, safeguarding health and safety and risk management practice and procedures, and to take part in any additional training required by the prison or by Spark Inside.

We believe that all young people we work with have enormous potential, that they deserve to be valued and that they deserve investment. That is why we commit to upholding the highest standards when it comes to our coaches, our practice and delivery.

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **Financial review**

##### **a. Financial review**

The statement of financial activities is presented on page 19. The charity reported a surplus of £262,909 for the year (2024: £80,740), with net assets totalling £1,199,005 at year-end (2024: £936,096).

This has been a year of significant growth, primarily driven by the generosity of trusts, foundations, and corporate donors. Our grant applications were well received, enabling us to expand our core delivery and broaden the scope of our work. Notably, we invested in the development of a new programme, The Conversation®, delivered coaching skills training to gym staff, and extended our reach to young women in prison. We grew our commissioned services and began working in the UK's first secure school. We also benefited from generous individual giving, primarily through our annual Big Give campaign.

Our core service remains the Hero's Journey™ coaching programme, which continues to be in high demand and highly regarded. This year, we delivered the programme in four additional prisons, increasing our reach to a total of ten. Our focus remains on expanding to reach more young people. Alongside Hero's Journey™, we also delivered community-based coaching sessions and coaching programmes for prison staff. We continue to advocate for systemic change and promote a coaching-led culture within the criminal justice sector.

To support service delivery, we grew our frontline prison-based team and invested in both impact evaluation and new programme development. We also prioritised quality by investing in coach training. With prudent financial management, we were able to keep other overheads broadly consistent with the prior year.

The exceptional success rate of our grant applications resulted in income exceeding expectations. These additional funds will be reinvested in our 2025/26 plans, including our expansion beyond London.

##### **b. Principal funding sources**

Spark Inside is primarily funded through grants, and we are pleased to report a significant increase in grant funding this year despite challenging conditions in the wider funding environment. In a difficult and highly competitive market the generous support received will enable us to accelerate our expansion plans in a sector where our work is critically needed.

We welcomed several new funders this year and continue to benefit from the support of longstanding partners, many of whom provide multi-year funding. This gives us the stability to plan confidently for the future.

Details of restricted grants can be found in Note 5 to the financial statements. We are extremely grateful to the funders who support our specific projects and programmes — their contributions are vital. We are equally thankful to those who provide unrestricted grants and donations, supporting the organisation as a whole. This flexible funding enhances our ability to operate sustainably and deliver on our mission.

##### **c. Reserves**

The charity's policy is to hold unrestricted general reserves equivalent to four to eight months of operating expenditure (based on the following year's budget), with the aim of maintaining financial resilience. This policy reflects the long-term nature of our coaching programmes, which typically span six to nine months.

Restricted reserves are held for the specific purposes for which the funds were granted. It is common for grant income to be received in one year while the related expenditure spans several years. Restricted reserves therefore represent funds for ongoing or upcoming programmes. In the event of a surplus at the conclusion of a programme, we will consult the donor to determine whether the funds should be returned or reallocated.

At year-end, unrestricted funds stood at £864,154 (2024: £670,352), representing approximately 7 months of budgeted operating expenditure. Restricted funds totalled £334,851 (2024: £265,744).

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **d. Going concern**

The Trustees have assessed the charity's financial position and have a reasonable expectation that Spark Inside has sufficient resources to continue its activities for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis. Further details are provided in the accounting policies section.

#### **Structure, governance and management**

##### **a. Constitution**

Spark Inside is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/02/2012.

The company is constituted under a Memorandum of Association dated 24/02/2012 and is a registered charity number 1148420.

##### **b. Methods of appointment or election of Trustees**

Board members are appointed by majority vote for three-year terms. Trustees may serve on the Board for two consecutive terms or following discussion and approval by the Board for an additional term of up to three years. A trustee may serve additional terms beyond nine years but only in exceptional circumstances, following discussion and approval by the Board and subject to disclosure of the rationale for the extension of term in the charity's annual report.

##### **c. Organisational structure and decision-making policies**

In March 2025 Spark Inside had eleven Trustees. During the year, there were two Board committees operating: the Finance and Risk Committee and the Coaching Committee. The Coaching Committee supports Spark Inside with recommendations and advice on coaching quality and approach. The work of our Philanthropy Committee is now being undertaken by all our Trustees. New and existing Trustees are encouraged to actively contribute to our fundraising efforts with a particular focus this year on engaging corporates. We are pleased with the results thus far.

Additionally, we are proud to have Kenny Imafidon and Sophie Ruddock as Spark Inside ambassadors who share our values, passion and help to promote our work coaching young people in the justice system.

Spark Inside has a delegation of authority policy in place which outlines how the charity makes decisions. The policy covers decision making in all areas of the charity, clarifying which decisions are reserved to the Board and the CEO, and which decisions, if any, are delegated further. In addition, the charity has a Finance Policy which sets out limits and conditions to the Chief Executive and senior staff being authorised to commit the charity to incur expenditure within the approved annual budget plan.

Spark Inside's Trustees have a fiduciary responsibility for Spark Inside and provide strategic oversight and direction. Trustees are volunteers and receive no remuneration or financial benefits. They convene every three months for Board meetings and annually for a strategy away day. Trustees are recruited through a range of methods including online advertising on trustee recruitment websites. All trustee roles are advertised, and subject to a competitive process.

The Chair receives an annual appraisal, conducted by the Vice-Chair with the opportunity for all Trustees and the CEO to input. The Board reflects regularly on its performance, specifically at the annual away day.

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **Structure, governance and management (continued)**

##### **d. Policies adopted for the induction and training of Trustees**

Trustees are introduced to the work of the charity through meetings with the Chair, the CEO and staff and by taking part in a taster session of the Hero's Journey to understand how our programme works. New Trustees have an induction day run by the Senior Management Team. New Trustees are also offered governance training and they are offered the opportunity to visit a prison. An induction pack containing the Memorandum and Articles of Association, strategy, vision, mission, budgets and other relevant information, including minutes of recent Trustees' meetings and all policies which are subject to trustee review and approval is provided. All new Trustees are offered a 'buddy' on the Board to support them during induction.

To maintain a broad and appropriate skills mix, a review is regularly undertaken to ensure that should a member resign, an appropriate replacement is found. The Board also reviews its diversity, with particular regard to lived experience similar to that of our participants. We encourage trustee applicants with lived experience of prison or the criminal justice system. We also actively encourage applications from people from black or racially minoritised backgrounds and groups, and those who are typically under-represented on boards.

This year, following a skills gap analysis, we successfully recruited four new Trustees to our Board. New Trustees were recruited to bring specific skills in finance, prisons and trauma-informed practice. This is both to supporting our strategy and with consideration for succession planning on the Board. We continue to diversify our Board in terms of demographics and experience and actively seek out and promote diversity of thought.

Every two years, we conduct a Board effectiveness review to ensure strong governance, processes and positive and equitable Board dynamics. All Trustees and the leadership team participate in this review.

##### **e. Pay policy for key management personnel**

An annual Remuneration Committee is held to review staff pay and proposed increases. The Remuneration Committee is made up of the Trustees who sit on the Finance and Risk Committee, plus the Chair and the lead Trustee for Equality, Diversity and Inclusion. The CEO submits a proposal to the Remuneration Committee with recommendations for salary increases in line with salary bandings.

##### **f. Risk management**

Trustees have implemented a risk management strategy that comprises:

- A quarterly review by the Finance and Risk Committee of the risks that the charity may face
- A quarterly review by the full Board of the risks that the charity may face
- A monthly review by the Senior Management Team
- The establishment of systems and procedures, designed to minimise any potential impact on the charity should any of those risks materialise.

This year, we invested in securing Cyber Essentials Plus credentials, to strengthen our management of this ongoing sector-wide risk. We successfully passed the Cyber Essentials Plus audit and continue to regularly train our team in cyber security.

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2025**

#### **Plans for future periods**

#### **Strategic Aims**

In our Strategic plan for 2024-2027 we have set out our three-year ambitions to:

1. Coach many more young people in prison and through the gate
2. Champion a coaching culture in prisons
3. Continue to be effective and to evidence this impact
4. Be a skilled, diverse, and sustainable organisation with our own coaching culture

We are pleased with our progress in this first year and set out our specific priorities for next year.

#### **Priorities for 2025-26**

- Deliver 40 Hero's Journey™ and Black Hero's Journey™ programmes across at least 10 prisons.
- Continue to establish ourselves in the East Midlands and South Yorkshire, moving from one prison to at least two in this region.
- In total, we want to reach over 335 young people with coaching this year.
- Complete the second pilot of The Conversation® at HMP Wormwood Scrubs. Evaluate this programme and make plans for future work on wing-based culture change.
- Coach at least 30 prison staff.
- Run three In-Prison Advisory Boards of young people and continue our Champions group of now 8 young people, so we can amplify the voices of young people.
- Further promote the findings of Being Well, Being Equal report and work alongside HMPPS so our findings can be embedded into practice.
- Publish external evaluations of Black Hero's Journey and of coaching skills training.
- Maintain funder relationships and continue to reach new funders.
- Invest in corporate income generation and seek to build this in a sustainable way.

#### **Thank you to our supporters and funders!**

We are hugely grateful for the support of our funders and supporters. The flexibility and commitment of our grant funders has enabled us to increase the number of young people we have coached this year and to ensure we are providing support where we are most needed. Thank you to all of the grant-giving trusts and foundations – you can see a list in the financial section.

We are equally thankful to our other supporters, friends, corporates and philanthropists, including the individuals who donated through our Big Give match-funding campaign at Christmas, which raised £83,090 to empower young people to thrive after prison.

## Spark Inside

(A company limited by guarantee)

### Trustees' report (continued) for the year ended 31 March 2025

#### Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

#### Auditors

The auditors, Kreston Reeves Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

The audit registration of Kreston Reeves LLP was transferred to Kreston Reeves Audit LLP on 6th October 2025. Kreston Reeves Audit LLP were formally appointed as auditor to the charity on 6th October 2025.

Approved by order of the members of the board of Trustees and signed on their behalf by:

*Erica Handling*

Erica Handling 24 Nov 2025 15:17:34 GMT (UTC +0)

.....  
**E Handling**

Chair of Trustees

Date: 24 November 2025

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditors' report to the Members of Spark Inside**

**Opinion**

We have audited the financial statements of Spark Inside (the 'charity') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## **Spark Inside**

**(A company limited by guarantee)**

### **Independent auditors' report to the Members of Spark Inside (continued)**

#### **Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

#### **Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Spark Inside**

**(A company limited by guarantee)**

### **Independent auditors' report to the Members of Spark Inside (continued)**

#### **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

#### *Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the charity, the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance

## **Spark Inside**

**(A company limited by guarantee)**

### **Independent auditors' report to the Members of Spark Inside (continued)**

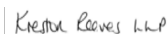
As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Lucy Hammond 25 Nov 2025 20:24:49 GMT (UTC +0)

### **Kreston Reeves Audit LLP**

Statutory Auditor

Brighton

Date: 25 November 2025

**Spark Inside**  
(A company limited by guarantee)

**Statement of financial activities (incorporating income and expenditure account)  
for the year ended 31 March 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations and legacies	4	486,710	637,561	1,124,271	817,903
Charitable activities	6	301,366	-	301,366	247,792
Investments	7	31,214	-	31,214	19,431
Other income	8	-	-	-	2,032
<b>Total income</b>		<b>819,290</b>	<b>637,561</b>	<b>1,456,851</b>	<b>1,087,158</b>
<b>Expenditure on:</b>					
Raising funds	9	43,089	-	43,089	42,017
Charitable activities	10	568,621	582,232	1,150,853	964,401
<b>Total expenditure</b>		<b>611,710</b>	<b>582,232</b>	<b>1,193,942</b>	<b>1,006,418</b>
<b>Net income</b>		<b>207,580</b>	<b>55,329</b>	<b>262,909</b>	<b>80,740</b>
Transfers between funds	18	(13,778)	13,778	-	-
<b>Net movement in funds</b>		<b>193,802</b>	<b>69,107</b>	<b>262,909</b>	<b>80,740</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		670,352	265,744	936,096	855,356
Net movement in funds		193,802	69,107	262,909	80,740
<b>Total funds carried forward</b>		<b>864,154</b>	<b>334,851</b>	<b>1,199,005</b>	<b>936,096</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 22 to 40 form part of these financial statements.

**Spark Inside****(A company limited by guarantee)****Registered number: 07984016****Balance sheet  
as at 31 March 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	15	5,241	478
<b>Current assets</b>			
Debtors	16	91,211	98,963
Cash at bank		1,226,628	929,859
		<u>1,317,839</u>	<u>1,028,822</u>
Creditors: amounts falling due within one year	17	(124,075)	(93,204)
<b>Net current assets</b>		<u>1,193,764</u>	935,618
<b>Total net assets</b>		<u><u>1,199,005</u></u>	<u><u>936,096</u></u>
<b>Charity funds</b>			
Restricted funds	18	334,851	265,744
Unrestricted funds	18	864,154	670,352
<b>Total funds</b>		<u><u>1,199,005</u></u>	<u><u>936,096</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

*Erica Handling*

Erica Handling 24 Nov 2025 15:17:34 GMT (UTC +0)

**E Handling**

Chair of Trustees

Date: 24 November 2025

The notes on pages 22 to 40 form part of these financial statements.

**Spark Inside**  
**(A company limited by guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2025**

	<b>2025</b>	2024
	£	£
<b>Cash flows from operating activities</b>		
Net cash used in operating activities (note 20)	<b>272,891</b>	3,048
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>31,136</b>	19,431
Purchase of tangible fixed assets	<b>(7,258)</b>	-
	<hr/>	<hr/>
<b>Net cash provided by investing activities</b>	<b>23,878</b>	<b>19,431</b>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>296,769</b>	<b>22,479</b>
Cash and cash equivalents at the beginning of the year	<b>929,859</b>	907,380
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year (note 21)</b>	<b>1,226,628</b>	929,859
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 22 to 40 form part of these financial statements

## **Spark Inside**

**(A company limited by guarantee)**

### **Notes to the financial statements for the year ended 31 March 2025**

#### **1. General information**

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The registered office and principal place of business of the charity is:

Unit 386  
Salisbury House  
London Wall  
London  
EC2M 5SQ

#### **2. Accounting policies**

##### **2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spark Inside meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in UK sterling, the charity's functional currency, and rounded to the nearest pound.

##### **2.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

##### **2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

##### **2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

## **Spark Inside**

**(A company limited by guarantee)**

### **Notes to the financial statements for the year ended 31 March 2025**

#### **2. Accounting policies (continued)**

##### **2.4 Expenditure (continued)**

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

##### **2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

##### **2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £2,000 or more are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Computer equipment	- 3 years straight line
--------------------	-------------------------

##### **2.7 Debtors**

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2025**

**2. Accounting policies (continued)**

**2.8 Cash at bank**

Cash at bank includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.9 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation.

**2.10 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.11 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

**2.12 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**2.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**Spark Inside****(A company limited by guarantee)****Notes to the financial statements  
for the year ended 31 March 2025****3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**4. Income from donations and legacies**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Donations	209,710	-	<b>209,710</b>	142,790
Grants	277,000	637,561	<b>914,561</b>	675,113
<b>Total 2025</b>	<b>486,710</b>	<b>637,561</b>	<b>1,124,271</b>	<b>817,903</b>
Total 2024	354,790	463,113	817,903	

**Spark Inside****(A company limited by guarantee)****Notes to the financial statements  
for the year ended 31 March 2025****5. List of grants (listed in order of donation date)**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
The National Lottery Community Fund	-	20,000	<b>20,000</b>	-
AB Charitable Trust	22,000	-	<b>22,000</b>	22,000
29th May 1961 Charitable Trust	5,000	-	<b>5,000</b>	5,000
The City Bridge Trust	-	50,000	<b>50,000</b>	-
Colyer Fergusson Charitable Trust	-	36,000	<b>36,000</b>	-
The Portal Trust	-	25,000	<b>25,000</b>	25,000
The Innholders' Charitable Foundation	-	9,547	<b>9,547</b>	2,000
The Triangle Trust 1949 Fund	-	13,225	<b>13,225</b>	13,225
The Henry Smith Charity	-	50,000	<b>50,000</b>	50,000
Ministry of Justice (HMPPS Innovation Fund)	-	108,980	<b>108,980</b>	54,490
Barrow Cadbury Trust	-	60,000	<b>60,000</b>	1,000
St James' Place Charitable Foundation	-	30,000	<b>30,000</b>	30,000
Highway One Trust	15,000	-	<b>15,000</b>	-
Paul Hamlyn Foundation	-	1,586	<b>1,586</b>	110,000
Esmée Fairbairn	60,000	-	<b>60,000</b>	65,940
Charles Hayward Foundation	-	-	-	25,000
Swire Charitable Trust	20,000	-	<b>20,000</b>	-
PHF Expert Support	-	-	-	30,000
Sir Halley Stewart	-	30,000	<b>30,000</b>	30,000
The Clothworkers' Foundation	-	6,800	<b>6,800</b>	-
The Listening Fund	-	-	-	25,000
London Youth	-	-	-	3,000
Confidential Funder	-	-	-	40,000
The 4814 Trust	-	-	-	10,000
GLA Youth	-	-	-	3,293
Anonymous Funders	155,000	196,423	<b>351,423</b>	230,165
<b>Total 2025</b>	<b>277,000</b>	<b>637,561</b>	<b>914,561</b>	<b>775,113</b>
<b>Total 2024</b>	<b>312,000</b>	<b>463,113</b>	<b>775,113</b>	

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2025**

**6. Income from charitable activities**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Coaching programmes	301,366	<b>301,366</b>	247,792
	<u>301,366</u>	<u>301,366</u>	
Total 2024	247,792	247,792	
	<u>247,792</u>	<u>247,792</u>	

**7. Investment income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Interest received	31,214	<b>31,214</b>	19,431
	<u>31,214</u>	<u>31,214</u>	
Total 2024	19,431	19,431	
	<u>19,431</u>	<u>19,431</u>	

**8. Other income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Other income	-	-	2,032
	<u>-</u>	<u>-</u>	
Total 2024	2,032	2,032	
	<u>2,032</u>	<u>2,032</u>	

**Spark Inside****(A company limited by guarantee)****Notes to the financial statements  
for the year ended 31 March 2025****9. Expenditure on raising funds****Costs of raising voluntary income**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Costs of raising voluntary income	43,089	-	<b>43,089</b>	42,017
Total 2024	29,810	12,207	42,017	

**10. Analysis of expenditure on charitable activities****Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<b>Total 2024 £</b>
Coaching programmes	568,621	582,232	<b>1,150,853</b>	964,401
Total 2024	424,168	540,233	964,401	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2025**

**11. Analysis of expenditure by activities**

	<b>Direct costs 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Charitable activities	1,043,073	107,780	<b>1,150,853</b>	964,401
Total 2024	<u>884,134</u>	<u>80,267</u>	<u>964,401</u>	

**Analysis of direct costs**

	<b>Charitable activities 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
Staff costs	605,673	<b>605,673</b>	588,615
Training and events	4,276	<b>4,276</b>	1,760
Coaching and programme	291,114	<b>291,114</b>	180,806
Evaluation	25,240	<b>25,240</b>	27,704
Marketing	6,511	<b>6,511</b>	9,795
Travel expenses	1,398	<b>1,398</b>	984
Rent and office costs	26,528	<b>26,528</b>	26,614
Sundry and subscriptions	11,990	<b>11,990</b>	13,236
User involvement costs	4,794	<b>4,794</b>	2,325
Subcontractor costs	65,549	<b>65,549</b>	32,295
	<u>1,043,073</u>	<u><b>1,043,073</b></u>	<u>884,134</u>
Total 2024	<u>884,134</u>	<u>884,134</u>	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2025**

**11. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Charitable activities 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Depreciation	2,495	<b>2,495</b>	718
Legal and professional	26,321	<b>26,321</b>	9,420
Recruitment	13,053	<b>13,053</b>	1,357
Computer costs	25,034	<b>25,034</b>	21,682
Insurance	3,318	<b>3,318</b>	3,297
Bank fees	80	<b>80</b>	69
Other staff costs	15,715	<b>15,715</b>	26,273
Interest paid	78	<b>78</b>	-
Entertaining	22	<b>22</b>	17
Governance costs (including auditors' remuneration)	21,664	<b>21,664</b>	17,434
	<u>107,780</u>	<u><b>107,780</b></u>	<u>80,267</u>
Total 2024	<u>80,267</u>	<u>80,267</u>	

**12. Auditors' remuneration**

	<b>2025 £</b>	2024 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts (inclusive of irrecoverable VAT)	<b>13,140</b>	12,000
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	<b>2,400</b>	2,400
	<u><b>2,400</b></u>	<u>2,400</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2025**

**13. Staff costs**

	<b>2025</b>	2024
	£	£
Wages and salaries	<b>524,507</b>	512,708
Social security costs	<b>53,219</b>	50,272
Pension costs	<b>27,947</b>	25,635
	<u><b>605,673</b></u>	<u>588,615</u>

The average number of persons employed by the Charity during the year was as follows:

	<b>2025</b>	2024
	No.	No.
Staff	<b>13</b>	12
Directors	<b>11</b>	8
	<u><b>24</b></u>	<u>20</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>2025</b>	2024
	No.	No.
In the band £80,001 - £90,000	<b>1</b>	1

Employer pension contributions of £4,276 (2024: £4,104) were paid on behalf of the above staff.

In both 2024 and 2025 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell Chief Executive, Luke Carey, Head of Service Delivery, Tom Currie, Head of Impact and Innovation, Louise Potter, Head of Communications and Advocacy, Julia Ross, Head of Finance and Operations.

These 5 (2024: 5) key management personnel received total aggregate remuneration of £314,765 (2024: £307,920) made up of salaries of £269,795 (2024: £264,379), employers national insurance £30,955 (2024: £30,292) and employers pension contributions of £14,015 (2024: £13,249).

**14. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, expenses totalling £1,155 were reimbursed or paid directly to 3 Trustees (2024 - £147 to 2 Trustees). Expenses reimbursed or paid directly to Trustees relate to board meeting costs and travel expenditure.

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2025**

**15. Tangible fixed assets**

	<b>Computer equipment £</b>
<b>Cost</b>	
At 1 April 2024	11,837
Additions	7,258
Disposals	(9,682)
At 31 March 2025	<u>9,413</u>
<b>Depreciation</b>	
At 1 April 2024	11,359
Charge for the year	2,495
On disposals	(9,682)
At 31 March 2025	<u>4,172</u>
<b>Net book value</b>	
At 31 March 2025	<u><u>5,241</u></u>
At 31 March 2024	<u><u>478</u></u>

**16. Debtors**

	<b>2025 £</b>	2024 £
Trade debtors	<b>30,032</b>	43,303
Prepayments and accrued income	<b>61,179</b>	55,660
	<u><b>91,211</b></u>	<u>98,963</u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2025**

**17. Creditors: Amounts falling due within one year**

	<b>2025</b>	2024
	£	£
Trade creditors	<b>32,226</b>	23,212
Other taxation and social security	<b>13,287</b>	16,350
Other creditors	<b>3,123</b>	3,461
Accruals and deferred income	<b>75,439</b>	50,181
	<u><b>124,075</b></u>	<u>93,204</u>
	<u><u><b>124,075</b></u></u>	<u><u>93,204</u></u>
	<b>2025</b>	2024
	£	£
Deferred income at 1 April 2024	<b>24,673</b>	9,200
Resources deferred during the year	<b>6,134</b>	15,473
	<u><b>30,807</b></u>	<u>24,673</u>
	<u><u><b>30,807</b></u></u>	<u><u>24,673</u></u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

**Spark Inside****(A company limited by guarantee)****Notes to the financial statements  
for the year ended 31 March 2025****18. Statement of funds****Statement of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>Unrestricted funds</b>					
General funds	<b>670,352</b>	<b>819,290</b>	<b>(611,710)</b>	<b>(13,778)</b>	<b>864,154</b>
<b>Restricted funds</b>					
Charles Hayward Foundation	<b>16,668</b>	-	<b>(16,668)</b>	-	-
Black Perspective	<b>17,454</b>	-	<b>(12,797)</b>	-	<b>4,657</b>
St James's Place Charitable Foundation	<b>20,474</b>	<b>30,000</b>	<b>(24,551)</b>	-	<b>25,923</b>
The Conversation®	<b>29,839</b>	-	<b>(7,462)</b>	-	<b>22,377</b>
Colyer Fergusson Charitable Trust	<b>19,191</b>	<b>36,000</b>	<b>(45,029)</b>	-	<b>10,162</b>
Sir Halley Stewart Trust	<b>22,781</b>	<b>30,000</b>	<b>(26,598)</b>	-	<b>26,183</b>
The Triangle Trust 1949 Fund	<b>9,458</b>	<b>13,225</b>	<b>(11,701)</b>	-	<b>10,982</b>
Listening Fund	<b>1,031</b>	-	<b>(1,869)</b>	<b>838</b>	-
Paul Hamlyn Foundation	<b>88,053</b>	<b>1,586</b>	<b>(48,453)</b>	-	<b>41,186</b>
The Henry Smith Charity	<b>14,115</b>	<b>50,000</b>	<b>(49,665)</b>	-	<b>14,450</b>
Black Hero's Journey	-	<b>84,463</b>	<b>(3,551)</b>	-	<b>80,912</b>
HMPYOI Isis	-	<b>86,960</b>	<b>(42,800)</b>	-	<b>44,160</b>
Life Coaching	<b>11,285</b>	<b>25,000</b>	<b>(34,080)</b>	<b>4,819</b>	<b>7,024</b>
Barrow Cadbury Trust	-	<b>60,000</b>	<b>(34,365)</b>	-	<b>25,635</b>
Portal Trust	-	<b>25,000</b>	<b>(18,740)</b>	-	<b>6,260</b>
Champions for Children	<b>1,137</b>	-	<b>(1,137)</b>	-	-
City Bridge Trust	-	<b>50,000</b>	<b>(40,570)</b>	-	<b>9,430</b>
Ministry of Justice (HMPPS Innovation Fund)	-	<b>108,980</b>	<b>(123,251)</b>	<b>14,921</b>	<b>650</b>
Innovation Project	<b>13,533</b>	-	<b>(13,533)</b>	-	-
Other Restricted Funds	<b>725</b>	<b>36,347</b>	<b>(25,412)</b>	<b>(6,800)</b>	<b>4,860</b>
	<b>265,744</b>	<b>637,561</b>	<b>(582,232)</b>	<b>13,778</b>	<b>334,851</b>
<b>Total of funds</b>	<b>936,096</b>	<b>1,456,851</b>	<b>(1,193,942)</b>	<b>-</b>	<b>1,199,005</b>

## **Spark Inside**

**(A company limited by guarantee)**

### **Notes to the financial statements for the year ended 31 March 2025**

#### **18. Statement of funds (continued)**

##### Restricted funds

Black Perspective - a fund supporting the development of a culturally specific version of our Hero's Journey™ life coaching programme for Black and Mixed Heritage young men in prison, funded through Big Give.

Big Give The Conversation® - a restricted fund for our systems coaching programme, bringing together groups of prison staff and prisoners to strengthen relationships, build empathy, and drive cultural change on prison wings.

Henry Smith Charity - a fund contributing to the running costs of the Hero's Journey™ programme, providing support for young people transitioning to life after prison.

Listening Fund - funding from the Blagrove Trust's Listening Fund to develop mechanisms that capture feedback and ideas from our participants.

Paul Hamlyn Foundation – a growth fund to support our strategic development and help finance our management team.

St James' Place Foundation - funding from the St James's Place Charitable Foundation contributing to the salaries of Spark Inside's Service Delivery Managers.

PHF Expert Support - additional funding from the Paul Hamlyn Foundation to access expert support and advice.

HMPYOI Isis - a fund supporting the coaching of young people and staff at HMPYOI Isis.

Life Coaching – funding to provide a life coaching programme for prison staff.

Barrow Cadbury Trust – a three-year grant to advance our policy work advocating for the wellbeing of young people in prison and tackling racial inequity in the criminal justice system.

Colyer-Fergusson Charitable Trust – funding of £36,000 per year for three years to support our work in HMP Cookham Wood.

Champions for Children - helping us deliver our life coaching programmes for young people.

Portal Trust - supporting the Hero's Journey™ programme, transforming the lives of vulnerable and disadvantaged young people in HMPYOI Isis.

Charles Hayward Foundation - funding the delivery of Hero's Journey™, Black Hero's Journey™, and Hero's Journey™ in the community.

Innovation Project – funding to support our impact and innovation work.

Ministry of Justice (HMPPS Innovation Fund) - a fund to pilot our Black Hero's Journey™ programme (a culturally specific version of Hero's Journey™ for young Black and Mixed Heritage men aged 18–30) at HMPYOI Feltham and HMP Brixton.

Sir Halley Stewart - a fund supporting The Resolve Project: an innovative initiative bringing prison staff and prisoners together to prevent and resolve conflict, transform prison culture, and support genuine rehabilitation.

**Spark Inside****(A company limited by guarantee)****Notes to the financial statements  
for the year ended 31 March 2025****18. Statement of funds (continued)**

The Triangle Trust 1949 Fund - funding for an innovative programme providing gym-based prison staff with reflective space and tools to improve their own wellbeing, enhance their interactions with prisoners through a coaching approach, and contribute to rehabilitation.

City Bridge Trust - a five year grant supporting Spark Inside to deliver innovative life coaching that empowers over 1,200 vulnerable young Londoners—mostly from Black and minoritised backgrounds—to break the cycle of offending, build new skills and identities, and lead independent, positive lives.

Black Hero's Journey - support for our transformative Black Hero's Journey life coaching programme.

Esmée Fairbairn - funding a consultant providing expert advice on income growth.

The Innholders Charitable Foundation - A fund towards transforming the lives of young people in prison in HMP Brixton by providing one-to-one Hero's Journey™ life coaching sessions to young people (age 15 to 25) in HMP Brixton.

The Clothworkers' Foundation - funding for a vital and urgent upgrade to Spark Inside's IT infrastructure.

The National Lottery Community Fund - supporting Spark Inside to unlock the potential of young people in HMPYOI Isis through life coaching.

Other restricted funds include; The Innholders Charitable Foundation, The Clothworkers' Foundation and The National Lottery Community Fund.

**Statement of funds - prior year**

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
<b>Unrestricted funds</b>					
General funds	523,158	624,045	(453,978)	(22,873)	670,352

**Spark Inside****(A company limited by guarantee)****Notes to the financial statements  
for the year ended 31 March 2025****18. Statement of funds (continued)**

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
<b>Restricted funds</b>					
Charles Hayward Foundation	16,667	25,000	(24,999)	-	16,668
Black Perspective	17,862	-	(408)	-	17,454
St James's Place Charitable Foundation	17,459	30,000	(26,985)	-	20,474
The Conversation®	52,808	-	(22,969)	-	29,839
Colyer Fergusson Charitable Trust	44,908	-	(25,717)	-	19,191
Sir Halley Stewart Trust	-	30,000	(7,219)	-	22,781
The Triangle Trust 1949 Fund	-	13,225	(3,767)	-	9,458
Listening Fund	-	25,000	(23,969)	-	1,031
Paul Hamlyn Foundation	42,514	110,000	(64,461)	-	88,053
The Henry Smith Charity	14,630	50,000	(50,515)	-	14,115
Black Hero's Journey	8,750	-	(8,750)	-	-
HMPYOI Isis	20,864	8,718	(42,400)	12,818	-
Life Coaching	6,765	25,000	(20,480)	-	11,285
Barrow Cadbury Trust	11,492	1,000	(12,492)	-	-
Portal Trust	5,081	25,000	(38,370)	8,289	-
Champions for Children	43,562	-	(42,572)	147	1,137
City Bridge Trust	-	30,000	(30,000)	-	-
Ministry of Justice (HMPPS Innovation Fund)	-	54,490	(55,562)	1,072	-
Innovation Project	27,086	21,447	(35,000)	-	13,533
Other Restricted Funds	1,750	14,233	(15,805)	547	725
	<u>332,198</u>	<u>463,113</u>	<u>(552,440)</u>	<u>22,873</u>	<u>265,744</u>
<b>Total of funds</b>	<u>855,356</u>	<u>1,087,158</u>	<u>(1,006,418)</u>	<u>-</u>	<u>936,096</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2025**

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	5,241	-	5,241
Current assets	982,988	334,851	1,317,839
Creditors due within one year	(124,075)	-	(124,075)
<b>Total</b>	<b>864,154</b>	<b>334,851</b>	<b>1,199,005</b>

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	478	-	478
Current assets	763,078	265,744	1,028,822
Creditors due within one year	(93,204)	-	(93,204)
<b>Total</b>	<b>670,352</b>	<b>265,744</b>	<b>936,096</b>

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	<b>262,909</b>	80,740
<b>Adjustments for:</b>		
Depreciation charges	<b>2,495</b>	718
Dividends, interests and rents from investments	<b>(31,136)</b>	(19,431)
Decrease / (increase) in debtors	<b>7,752</b>	(77,067)
Increase in creditors	<b>30,871</b>	18,088
<b>Net cash provided by operating activities</b>	<b>272,891</b>	3,048

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2025**

**21. Analysis of cash and cash equivalents**

	<b>2025</b>	2024
	£	£
Cash at bank	<b>1,226,628</b>	929,859
<b>Total cash and cash equivalents</b>	<b>1,226,628</b>	929,859

**22. Analysis of changes in net debt**

	<b>At 1 April 2024</b>	<b>Cash flows</b>	<b>At 31 March 2025</b>
	£	£	£
Cash at bank	<b>929,859</b>	<b>296,769</b>	<b>1,226,628</b>
	<b>929,859</b>	<b>296,769</b>	<b>1,226,628</b>

**23. Pension commitments**

The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £27,947 (2024: £25,635). At the balance sheet date there were contributions of £3,123 due to the fund (2024: £3,461).

**24. Operating lease commitments**

At 31 March 2025 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2025</b>	2024
	£	£
Not later than 1 year	<b>9,500</b>	5,838

**Spark Inside**

**(A company limited by guarantee)**

**Notes to the financial statements  
for the year ended 31 March 2025**

**25. Related party transactions**

There were no disclosable related party transactions during the year (2024 - £Nil) and there are no balances outstanding with any related parties at the Balance sheet date (2024 - £Nil).

**26. Controlling party**

The trustees who are also directors control the charity.

**SPARK INSIDE**

England & Wales - Charity number 1148420

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# Accounts

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**Registered number: 07984016**  
**Charity number: 1148420**

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report and financial statements**  
**for the year ended 31 March 2024**

**Spark Inside**  
**(A company limited by guarantee)**

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## Spark Inside

(A company limited by guarantee)

### Reference and administrative details of the Charity, its Trustees and advisers for the year ended 31 March 2024

<b>Trustees</b>	R D Ferguson M Case H MacLellan, Vice Chair S Davin J Lyseight, Treasurer E Handling, Chair S Drysdale P Heardman (resigned 12 February 2024) S Ruddock (resigned 25 April 2023)
<b>Company registered number</b>	07984016
<b>Charity registered number</b>	1148420
<b>Registered office</b>	Unit 386 Salisbury House London Wall London EC2M 5SQ
<b>Chief executive officer</b>	Vicki Cardwell
<b>Independent auditor</b>	Kreston Reeves LLP Chartered Accountants Statutory Auditor Plus X Innovation Hub Lewes Road Brighton East Sussex BN2 4GL
<b>Bankers</b>	CAF Bank Ltd West Malling Kent ME19 4JQ
<b>Solicitors</b>	Arnold & Porter LLP Tower 42 25 Old Broad Street London EC2N 1HQ

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report for the year ended 31 March 2024**

The trustees present their Annual report together with the audited financial statements of the Company for the year 1 April 2023 to 31 March 2024. The Annual report serves the purposes of both a trustees' report and a directors' report under company law. The trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

#### **A Message from our Board Chair**

I am proud to report that for another year running, Spark Inside has coached more young people in prison than ever before. This year we coached over 240 young people, and we reached an important milestone of coaching more than 100 prison staff.

The prison environment continues to be a challenge: overcrowding, low staff morale and increasing levels of violence are well documented across the estate. Despite this, the popularity of our programmes with young people and the commitment and passion of our team have meant we can reach young people in greater numbers and even see waiting lists for our programmes. Young people who have completed coaching are often our greatest ambassadors on the wings!

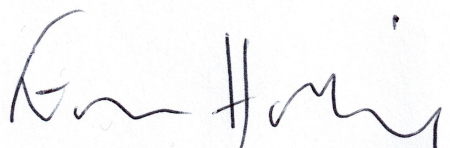
A highlight this year was the report by the University of Lincoln demonstrating the impact of prison staff coaching on staff wellbeing, confidence, skills and retention. We are also pleased to see that coaching staff improves their interactions with people living in prison and their colleagues, contributing to a more rehabilitative culture.

We are very proud that HMPPS has recognised the unique value and potential of Black Hero's Journey™ through an Innovation Fund grant so we can further pilot this programme.

Next year, we will build on our progress and put even greater emphasis on coaching through-the-gate. We want to make sure we are coaching as many young people as we can at this critical time.

My sincere thanks to the brilliant Spark Inside team, our amazing coaches, funders and donors and everyone working and living in prison who make what we do possible. We absolutely could not do this without you.

**Erica Handling**  
**Chair, Board of Trustees**



7 November 2024

## **Spark Inside**

**(A company limited by guarantee)**

**Trustees' report (continued)  
for the year ended 31 March 2024**

### **A Message from our CEO**

Real world impact for our participants is what makes us tick! So, I am very proud this year that an incredible 98% of young people we coached reported making progress in their lives. This is testament to their commitment combined with the skill and passion of our team.

Taking just one area of progress – Hopes and Dreams – we know from the robust evidence base that hope is a powerful force for change. With hope, change is possible. We are proud to help young people see and commit to a future that excites them. Another key area - Work and Education – a brilliant 75% of young people made progress, giving them the opportunity to move away from crime into productive and positive futures.

Our work is needed. As the Prisons Inspectorate says regarding young adults in custody “if action is not taken, outcomes for this group and society will remain poor for the next decade and beyond” (HMIP, 2021). We take this seriously.

For this reason, I am proud to report that this year we powered up our coaching, reaching over 240 young people and over 40 prison staff across 6 prisons.

The team grew, and we brought on board a second Ambassador, Sophie Ruddock, who joins Kenny Imafidon to champion our work.

This has been our busiest year to date! Through the well-reported challenges of working in prisons, we remain true to our values. One quote that sticks with me that embodies our approach, is: “Psychology is not just the study of pathology, weakness, and damage; it is also the study of strength and virtue. Treatment is not just fixing what is broken; it is nurturing what is best.” (Seligman, 2000)

This approach is working. Every £1 invested in the Hero's Journey™ generates at least £5.94 worth of benefits to society.

Thank you from me to everyone who has supported Spark Inside on our journey.

**Vicki Cardwell  
Chief Executive Officer**



7<sup>th</sup> November 2024

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Vision**

The futures of people affected by the criminal justice system are determined by their potential, not their past.

**Mission**

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

**Objectives and activities**

Spark Inside runs coaching programmes in prisons and the community primarily across London and the South-East. Our programmes unlock the potential of those living and working in prison, encourage rehabilitation, change prison culture, and contribute towards a reduction in reoffending. We are one of the first organisations to offer young people in prison the support of highly qualified, expert life coaches and give them access to the same calibre of coaching made available in the corporate world.

In addition to the one-to-one coaching support we offer, every Hero's Journey™ programme starts with group work that encourages young people to open up and be vulnerable in front of each other in a way that would be extremely difficult outside of the Hero's Journey™ setting. This work allows young people to consider the positive qualities they have to draw on and enhances their belief in their ability to make change.

Hero's Journey™ can continue from prison and 'through-the-gate' into the community. We can also deliver this programme and one-to-one coaching to young people in the community who have been in contact with the criminal justice system.

Black Hero's Journey™ is our tailored life coaching programme, co-designed with young Black men with lived experience, that addresses the specific experiences of young Black men in the prison system, who are over-represented.

Prison staff coaching supports frontline staff and leaders to manage and improve their own wellbeing, confidence and skills and capabilities. This in turn will help improve the quality of support they can offer people in their care and contribute to the creation of a coaching culture in prison.

The Conversation® is our systems coaching programme for large groups of prison staff and prisoners, to enhance their relationships, improve empathy, and support sustained, positive cultural change on prison wings.

In addition to our coaching programmes, a core part of our work is ensuring that the voices of young people in contact with the criminal justice system are listened to, and that they help to shape our strategy, coaching programmes and campaigns.

We also remain committed to working with parliamentarians and government officials to influence criminal justice policy and shift the perception of people in prison, platforming their voices and highlighting their unlocked potential.

Our main activities and who we provide support to are described in detail below. All our charitable activities focus on the encouragement of rehabilitation and contribution towards a reduction in reoffending through the running of coaching programmes in prisons, and now also in the community.

The trustees confirm that they have had due regard to Charity Commission guidance on public benefit in setting the Charity's objectives and activities.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Achievements and performance**

**Individual change**

***Using coaching to unlock the potential of individuals***

**Hero's Journey™**

Hero's Journey™ is our award-winning life coaching programme for young people in contact with the criminal justice system. The programme consists of group workshops in prison, where our life coaches support young people to identify what they want in life and how they can achieve their goals.

In 2023/24 we delivered over 74 workshops across 6 prisons, supporting young people to embark on their Hero's Journey™.

After the workshops, young people can choose to receive one-to-one life coaching sessions that start in prison and continue on release.

We are proud to have coached 240 young people this year!

We measure the impact of our coaching with young people using the Youth Outcome Star, a recognised industry tool, where young people assess their progress against a number of metrics including interests and activities, hopes and dreams, health and wellbeing, education and work, communicating, choices and behaviour.

We were delighted that this year 98% of young people reported making progress in at least one area, 88% reported making progress in at least two areas and 82% reported making progress in three areas.

Specific impact reported by young people:

- 81% made progress in Hopes and dreams
- 75% made progress in Education and work
- 71% made progress in Health and well-being
- 71% made progress in Communicating
- 71% made progress in Choices and behaviour
- 69% made progress in Interests and activities

"Hero's Journey™ benefits us because it opens our minds and our souls, it makes you a better person. It's about giving yourself a chance and you going to this course will make you think" - Young man in custody

We know that every £1 invested in the Hero's Journey™ generates at least £5.94 of benefits, for criminal justice agencies, health services, victims and employers.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Achievements and performance (continued)**

**Black Hero's Journey™**

In 2023/24 we completed our successful Black Hero's Journey™ pilot at HMP Isis. We were also commissioned to deliver the programme in HMP Wormwood Scrubs.

Towards the end of the year, we were delighted to win a highly competitive HMPPS Innovation Grant to further pilot Black Hero's Journey™ at HMP Brixton and HMP YOI Feltham with a focus on through-the-gate. Our bid scored 30/30 for programme quality.

We have got started. Here is what one young man had to say about the programme:

"It's about realising our own potential as a young Black man in today's world, truly identifying our qualities, and how to overcome barriers, regardless of today's challenges or our current and past situation" - Young participant on Black Hero's Journey™

We look forward to publishing our evaluation next year.

**Spark Inside**  
(A company limited by guarantee)

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Achievements and performance (continued)**

**Institutional change**

***Changing prison culture so that rehabilitation is possible***

**Prison Staff Coaching**

This year, the University of Lincoln published its evaluation of Spark Inside's prison staff coaching programme. The independent report was a fantastic endorsement of the quality and impact of this work. The coaching was demonstrated to: develop skills and abilities; increase confidence; improve wellbeing; improve communication and have a positive impact on retention.



Prison staff told the evaluators:

"I just knew that this was going to be a life changing experience . . . there was somebody that I could trust with what I was saying. . . it was completely transformational."

We were also pleased to see the ripple impact on prison culture.

"I line manage six individuals, and I do find myself talking very differently in catch ups with them. I try and get them to tell me what's going on, as opposed to me telling them. I guess I am unconsciously using some of this coaching stuff"

We were also heartened to hear how coaching can impact on young people in their care:

"I'm able to ask questions differently... and I think I'm quite liked by the boys, they feel they can talk to me, and I like it, it's good for me . . . I can ask how do you actually feel? Then they soon open up, and they tell you the truth . . . They all like to talk to me, it's given me a lot of confidence how to deal with people."

In 2023/24 we coached 44 prison staff through 143 one-to-one coaching sessions.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Achievements and performance (continued)**

**The Conversation®**

This year we assembled our coaching team and got started on redesigning The Conversation® programme. The programme will bring groups of prison staff and prisoners together to:

- enhance their relationships
- improve empathy, and
- support sustained, positive cultural change on prison wings.

In addition to workshops, the new programme will include engagement and training before the workshops, and be more embedded to create long term culture change. We look forward to piloting this in HMP High Down next year.

**Systemic change**

***Driving culture change in the criminal justice system so that rehabilitation is possible***

**Being Well Being Equal**

This year we continued to highlight issues and solutions from our Being Well Being Equal Report. Our campaign calling for the prioritisation of the wellbeing needs of young men, particularly Black men in prison, was our first major step in influencing policy in order to create a system that truly supports young people to build a brighter future.

Building on momentum, we hosted an event in collaboration with the HMPPS Race Action Programme in September 2023. We were delighted to present to 50 attendees including prison governors and Diversity and Equality Leads, speaking alongside Alana Ajani, Director of the Race Action Programme, Lisa Short, the then HMPPS Young Adults Team Lead, and the Zahid Mubarek Trust.

At the event we premiered a brand new film – an interview with Donell, a young man who began his coaching journey with Spark Inside in custody aged 15. Donell shared his own experience of mental health and wellbeing support as a young Black man in custody, and what he felt could be improved in order to meet the needs of other young Black men in prison.

To prison staff, Donell gave the following advice: “Stop trying to use your system to punish. The young people have been sentenced already. You’re in there to rehabilitate and support [young people] in their time and while they go through their journey.”

Donell talked about the impact that coaching had on him: “That helped me to see my spark inside. And not just want to do better, it made me realise I need to do better because there’s so many people that value me, that care for me... It just allowed me to feel like there’s a network around me to support me, to love me, to care for me, to try and empower me to do better.”

We had the opportunity to show the film at the following: HMPPS Race Action Programme Conference; Transition to Adulthood Alliance meeting; HMPPS Young Adults Board meeting; and at the Central and North-West London (CNWL) NHS Foundation Trust conference on ‘Addressing Health Inequalities in Secure Settings’.

The CNWL event’s Chair, Dr Sarah Allen, Lead Psychologist for Health and Justice Services, fed back to us:

“We so appreciated your perspective, and it was brilliant for our staff to get an insight into your work and your organisation. I am sure it will also be helpful in future initiatives and work together.”

We look forward to working alongside the new HMPPS Young Adults Team, to embed the findings of our report and turn our recommendations into practical guidance and operational change.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Achievements and performance (continued)**

**Empowering young people to have their voices heard**

This year we continued to build on our Champions Group and In-Prison Advisory Boards – two initiatives that empower young people with lived experience of imprisonment to have their voices heard, to shape and influence our work and to speak truth to power.

**Champions**

Our Champions Group consists of 4 young people, who have spent time in prison and who have been coached by Spark Inside. The Champions meet regularly for socials and for group discussions facilitated by our Participation and Engagement Manager to shape Spark Inside's work.

In 2023/24 we've focused on providing opportunities for members to develop in the areas that matter to them, and offered them the chance to take part in Spark Inside projects that excite them.

We were pleased to fund one Champion to complete an accredited coaching course, which they successfully passed meaning they are now a qualified life coach. We involved another Champion in our Black Hero's Journey™ evaluation, supporting him to conduct focus groups with participants in prison to gather their insights on the programme. We have collaborated with one Champion to create a new Spark Inside film about why coaching is particularly powerful for young people, in order to promote coaching to more young people in prison and the community. This exciting collaboration has seen this talented Champion create and record a spoken word piece and work with a designer to create accompanying graphics that represent his words and journey. We look forward to premiering this in 2024/25.

We also continue to provide speaking opportunities to those Champions who are passionate about sharing their experience. We were delighted to have a Champion speak, alongside his coach, about their journey together at our Big Give Christmas reception, at the Central and North West London NHS Foundation Trust conference, as well as speaking to an audience at law firm Kingsley Napley.

**In-Prison Advisory Boards**

In 2023/24 we began our first In Prison Advisory Board in HMP Brixton. Our model involves recruiting a small group (typically 2-4) of young people in prison as Spark Inside Ambassadors. We equip them with the skills, tools and confidence to survey and interview their peers on the wings, on a topic that relates to Spark Inside's work, in this case, 'What through the gate support should Spark Inside offer and is there anything in particular we should consider when working with young Black men through the gate'. The findings will help to ensure we're offering the best possible support to young Black men leaving prison.

The insights we have gathered so far have been incredibly valuable, including the below from one young person:

"The idea of a mentor or coach is brilliant especially if they work alongside your probation worker and all are aligned with you trying to get into work or education. I am terrified of being recalled for any slightest thing. I have zero plans of reoffending and would like to do education whilst also making a legit living."

**Championing coaching in the justice system**

We continued to make the case for coaching as a transformational tool in the criminal justice system. We champion young people as a group who face specific challenges and have distinct needs, but who also possess unique strengths and have the greatest potential for positive change.

This year, 11,500 people followed us on our social media platforms or used our website. We saw a 100% increase in engagement on our LinkedIn page. The Times featured our fantastic Coach Alex Kergall on the parallels between coaching CEOs and young people in prison with Spark Inside.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Financial review**

**a. Financial review**

The statement of financial activities is shown on page 19. The surplus for the year was £80,740 (2023: £39,804) and net assets amounted to £936,096 (2023: £855,356) at the year end.

This year we delivered coaching across six prisons, with our Hero's Journey™ coaching programmes being well received and demand increasing. We also maintained some community coaching, both online and face-to-face. We continued our new programme of prison staff coaching, encouraging institutional change and we continued to advocate for coaching and culture change within the criminal justice sector.

To grow our service capabilities, we expanded our front-line, prison based, staff team and invested funds in evaluating our impact and developing new programmes. With careful management, we kept other overhead costs broadly unchanged.

The growth in activity this year was primarily funded through an expansion of our commissioned charitable services. We doubled our commissioned income allowing us to provide much needed coaching services to young people in prison and the community.

The committed support from our funders and staff, together with sound financial management, enabled the charity to generate a positive financial outcome with a modest surplus for the year. This will be reinvested in our activities planned for 2024/25.

**b. Principal funding sources**

Spark Inside is primarily grant-funded, and this income stream has remained stable. We have attracted several new funders this year and continue to receive grants from our generous funders, many of whom support us with multi-year grants, providing stability and enabling us to plan ahead for the future.

Details of funders providing restricted grants can be found in note 5 to the financial statement. They fund some wonderful projects, and their support is much appreciated. We are also very grateful to those funders and donors who give unrestricted grants and donations, supporting our whole organisation, allowing us flexibility, security and enabling us to deliver on our mission.

Our commissioned income has grown again this year as planned. We were delighted to start a significant new contract with Central and North West London NHS Foundation Trust to coach young men in HMP High Down and HMP Coldingley.

**c. Reserves**

Our policy is to hold reserves on the unrestricted general fund equivalent to between four to eight months of operating expenditure (based on budgeted expenditure for the following year), aiming to maintain our reserves to ensure future financial stability. Our reserves policy recognises that our coaching programmes are a long-term commitment to young people, usually lasting six to nine months.

Any reserves on restricted funds are set aside to fund the specific project or programmes for which the funds were granted. It is common for income to be received in one year, yet for programme expenditure to straddle several years. Reserves for restricted funds therefore represent monies for programmes that are currently ongoing or due to start. In the unlikely event that at the end of the programme a surplus exists we will contact the donor to confirm whether funds should be returned or whether they can be re-designated.

Unrestricted funds amounted to £670,352 (2023, £523,158) at the year end, representing 6 months' worth of budgeted operating expenditure.

Restricted funds amounted to £265,744 (2023, £332,198) at the year end.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**d. Going concern**

The Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

**Structure, governance and management**

**a. Constitution**

Spark Inside is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/02/2012.

The company is constituted under a Memorandum of Association dated 24/02/2012 and is a registered charity number 1148420.

**b. Methods of appointment or election of Trustees**

Board members are appointed by majority vote for three-year terms. Trustees may serve on the Board for two consecutive terms or following discussion and approval by the Board for an additional term of up to three years. In exceptional circumstances, following discussion and approval by the Board and subject to disclosure of the rationale for the extension of term in the charity's Annual report, such additional terms as the Board determines are appropriate.

**c. Organisational structure and decision-making policies**

In March 2024 Spark Inside had seven trustees. During the year, there were three Board Committees operating: the Finance and Risk Committee, the Philanthropy Board and the Coaching Committee. We established the Coaching Committee to support Spark Inside with recommendations and advice on coaching quality and continued this Committee during this financial year.

Spark Inside has a delegation of authority policy in place which outlines how the charity makes decisions. The policy covers decision making in all areas of the charity, clarifying which decisions are reserved to the Board and the Chief Executive, and which decisions, if any, are delegated further. In addition, the charity has a Finance Policy which sets out limits and conditions to the Chief Executive and senior staff being authorised to commit the charity to incur expenditure within the approved annual budget plan.

Spark Inside's trustees have a fiduciary responsibility for Spark Inside and provide strategic oversight and direction. Trustees are volunteers and receive no remuneration or financial benefits. They convene every three months for Board meetings and annually for strategy away days. Trustees are recruited through a range of methods including online advertising on trustee recruitment websites. All trustee roles are advertised, and subject to a competitive process.

The Chair receives an annual appraisal, conducted by the Vice-Chair with the opportunity for all trustees and the CEO to input. The Board reflects regularly on its performance, specifically at the annual away day.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Structure, governance and management (continued)**

**d. Policies adopted for the induction and training of Trustees**

Trustees are introduced to the work of the charity through meetings with the Chair, the CEO and staff and by taking part in a taster session of the Hero's Journey™ to understand how our programme works. New trustees have an induction day run by the Senior Management Team. New trustees are also offered governance training and they are offered the opportunity to visit a prison. An induction pack containing the Memorandum and Articles of Association, strategy, vision, mission, budgets and other relevant information, including minutes of recent trustees' meetings is provided.

To maintain a broad and appropriate skills mix, a review is regularly undertaken to ensure that should a member resign, an appropriate replacement is found. The Board also review its diversity with particular regard to lived experience similar to that of our participants. We encourage trustee applicants with lived experience of prison or the criminal justice system. We also actively encourage applications from people from Black or racially minoritized backgrounds and groups, and those who are under-represented on Boards.

Throughout the year we benefitted from two Board fellows (a programme open to people under the age of 30). The aim of the Board fellows programme is to ensure greater age diversity and to provide meaningful development opportunities for first time Board members. We have run this programme since 2014 with several fellows going on to become trustees at Spark Inside or elsewhere. The current programme ends in April 2024 and we plan to recruit again in the next financial year.

**e. Pay policy for key management personnel**

An annual Remuneration Committee is held to review staff pay and proposed increases. The Remuneration Committee is made up of the trustees who sit on the Finance and Risk Committee, plus the Chair and the lead Trustee for Equality, Diversity and Inclusion. The CEO submits a proposal to the Remuneration Committee with recommendations for salary increases in line with salary bandings.

**f. Risk management**

Trustees have implemented a risk management strategy that comprises:

- A quarterly review by the Finance and Risk Committee of the risks that the charity may face
- A quarterly review by the full Board of the risks that the charity may face
- A monthly review by the Senior Management Team
- The establishment of systems and procedures, designed to minimise any potential impact on the charity should any of those risks materialise.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2024**

**Plans for future periods**

**Strategic Aims**

In our new Strategic plan for 2024-2027 we have set out our three-year ambitions to:

1. Coach many more young people in prison and through the gate
2. Champion a coaching culture in prisons
3. Continue to be effective and to evidence this impact
4. Be a skilled, diverse, and sustainable organisation with our own coaching culture

**Priorities for 2024-25**

- Deliver 33 Hero's Journey™ and Black Hero's Journey™ programmes in London and the South-East across 8 prisons.
- Set up in a new region (outside of London/SE), establish this new base and deliver at least 3 more Hero's Journeys
- In total, we want to reach over 300 young people with coaching this year
- Complete the design and run the first pilot of The Conversation® programme - bringing people who live and work in prisons together for deeper cultural change
- Coach at least 25 prison staff
- Pilot coaching skills training for prison staff and evaluate the impact
- Run three In-Prison Advisory Boards of young people and grow our Champions group to 6 young people, so we can amplify the voices of young people
- Further promote the findings of Being Well, Being Equal report and work alongside HMPPS so our findings can be embedded into practice
- Publish external evaluations of Black Hero's Journey™ and of coaching skills training
- Maintain funder relationships and continue to reach new funders
- Invest in corporate income generation and seek to build this in a sustainable way

**Thank you to our supporters and funders!**

We are hugely grateful for the support of our funders and supporters. The flexibility and commitment of our grant funders has enabled us to increase the numbers of young people we have coached this year and to ensure we are where we are most needed. Thank you to all of the grant-giving Trusts and Foundations – you can see a list in the financial section.

We are equally thankful to our other supporters, friends, corporates and philanthropists, including the individuals who donated through our Big Give match-funding campaign at Christmas, which raised £80,120 to empower young people to thrive after prison.

**Spark Inside**

**(A company limited by guarantee)**

**Trustees' report (continued)  
for the year ended 31 March 2024**

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

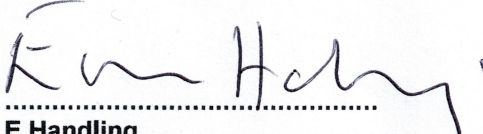
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

**Auditors**

Kreston Reeves LLP was re-appointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

Approved by order of the members of the board of Trustees and signed on their behalf by:

  
.....  
**E Handling**  
Chair of Trustees  
Date: 7 November 2024

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditor's report to the Members of Spark Inside**

**Opinion**

We have audited the financial statements of Spark Inside (the 'charity') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditor's report to the Members of Spark Inside (continued)**

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditor's report to the Members of Spark Inside (continued)**

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

*Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the charity, the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditor's report to the Members of Spark Inside (continued)**

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my Auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Kreston Reeves LLP*

**Lucy Hammond BSc FCA (Senior statutory auditor)**

for and on behalf of  
**Kreston Reeves LLP**

Chartered Accountants  
Statutory Auditor

Brighton

Date: 20 November 2024

**Spark Inside**  
(A company limited by guarantee)

**Statement of financial activities (incorporating income and expenditure account)  
for the year ended 31 March 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
Donations and legacies	4	354,790	463,113	817,903	806,108
Charitable activities	6	247,792	-	247,792	109,745
Investments	7	19,431	-	19,431	7,394
Other income	8	2,032	-	2,032	4,541
<b>Total income</b>		<b>624,045</b>	<b>463,113</b>	<b>1,087,158</b>	<b>927,788</b>
<b>Expenditure on:</b>					
Raising funds	9	29,810	12,207	42,017	33,254
Charitable activities	10	424,168	540,233	964,401	854,730
<b>Total expenditure</b>		<b>453,978</b>	<b>552,440</b>	<b>1,006,418</b>	<b>887,984</b>
<b>Net income/(expenditure)</b>		<b>170,067</b>	<b>(89,327)</b>	<b>80,740</b>	<b>39,804</b>
Transfers between funds	19	(22,873)	22,873	-	-
<b>Net movement in funds</b>		<b>147,194</b>	<b>(66,454)</b>	<b>80,740</b>	<b>39,804</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		523,158	332,198	855,356	815,552
Net movement in funds		147,194	(66,454)	80,740	39,804
<b>Total funds carried forward</b>		<b>670,352</b>	<b>265,744</b>	<b>936,096</b>	<b>855,356</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 22 to 40 form part of these financial statements.

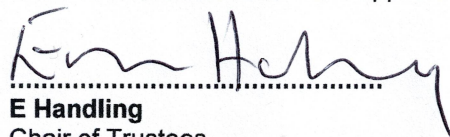
**Spark Inside****(A company limited by guarantee)****Registered number: 07984016****Balance sheet  
as at 31 March 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	16	478	1,196
<b>Current assets</b>			
Debtors	17	98,963	21,896
Cash at bank		929,859	907,380
		<u>1,028,822</u>	<u>929,276</u>
Creditors: amounts falling due within one year	18	(93,204)	(75,116)
<b>Net current assets</b>		<u>935,618</u>	<u>854,160</u>
<b>Total net assets</b>		<u><u>936,096</u></u>	<u><u>855,356</u></u>
<b>Charity funds</b>			
Restricted funds	19	265,744	332,198
Unrestricted funds	19	670,352	523,158
<b>Total funds</b>		<u><u>936,096</u></u>	<u><u>855,356</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**E Handling**

Chair of Trustees

Date: 7 November 2024

The notes on pages 22 to 40 form part of these financial statements.

**Spark Inside**  
**(A company limited by guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2024**

	<b>2024</b>	2023
	£	£
<b>Cash flows from operating activities</b>		
Net cash used in operating activities (note 22)	<b>3,048</b>	96,914
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>19,431</b>	7,395
	<hr/>	<hr/>
<b>Net cash provided by investing activities</b>	<b>19,431</b>	<b>7,395</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	-	-
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>22,479</b>	<b>104,309</b>
Cash and cash equivalents at the beginning of the year	<b>907,380</b>	803,071
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year (note 23)</b>	<b>929,859</b>	907,380
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 22 to 40 form part of these financial statements

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**1. General information**

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The registered office and principal place of business of the charity is:

Unit 386  
Salisbury House  
London Wall  
London  
EC2M 5SQ

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spark Inside meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in UK sterling, the charity's functional currency, and rounded to the nearest pound.

**2.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**2. Accounting policies (continued)**

**2.4 Expenditure (continued)**

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £2,000 or more are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Computer equipment	- 3 years straight line
CRM Software	- 3 years straight line

**2.7 Debtors**

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**2. Accounting policies (continued)**

**2.8 Cash at bank**

Cash at bank includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.9 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation.

**2.10 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.11 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

**2.12 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**2.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**4. Income from donations and legacies**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	Total funds 2023 £
Donations	142,790	-	<b>142,790</b>	120,073
Grants	212,000	463,113	<b>675,113</b>	686,035
<b>Total 2024</b>	<b>354,790</b>	<b>463,113</b>	<b>817,903</b>	<b>806,108</b>
Total 2023	320,073	486,035	806,108	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**5. List of grants (listed in order of donation date)**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Garfield Weston Foundation	-	-	-	30,000
The Goldsmiths Company Charity	-	-	-	22,000
29th May 1961 Charitable Trust	5,000	-	<b>5,000</b>	5,000
Highway One Trust	-	-	-	10,000
Colyer Fergusson Charitable Trust	-	-	-	36,000
Paul Hamlyn Foundation	-	110,000	<b>110,000</b>	100,000
The Portal Trust	-	25,000	<b>25,000</b>	25,000
AB Charitable Trust	22,000	-	<b>22,000</b>	20,000
The Tolkien Trust	-	25,000	<b>25,000</b>	25,000
DCR Allen Charitable Trust	-	-	-	5,000
Barrow Cadbury Trust	-	1,000	<b>1,000</b>	27,000
Bernard Lewis Family Charitable Trust	175,000	-	<b>175,000</b>	30,000
Drapers Charitable Fund	-	-	-	15,000
Esmée Fairbairn	60,000	5,940	<b>65,940</b>	89,000
Fidelity UK	-	21,447	<b>21,447</b>	41,828
St James' Place Charitable Foundation	-	30,000	<b>30,000</b>	30,000
Charles Hayward Foundation	-	25,000	<b>25,000</b>	25,000
The Henry Smith Charity	-	50,000	<b>50,000</b>	25,000
Groundworks	-	-	-	(3,293)
Porticus UK	-	8,718	<b>8,718</b>	45,000
Swire Charitable Trust	-	-	-	15,000
PHF Expert Support	-	30,000	<b>30,000</b>	30,000
Aurum Charitable Trust	-	-	-	30,000
Grants under £3,000	-	-	-	8,500
The Listening Fund	-	25,000	<b>25,000</b>	-
London Youth	-	3,000	<b>3,000</b>	-
Confidential Funder	40,000	-	<b>40,000</b>	-
The 4814 Trust	10,000	-	<b>10,000</b>	-
GLA Youth	-	3,293	<b>3,293</b>	-
The Triangle Trust 1949 Fund	-	13,225	<b>13,225</b>	-
Ministry of Justice (HMPPS Innovation Fund)	-	54,490	<b>54,490</b>	-
The Innholders Charitable Foundation	-	2,000	<b>2,000</b>	-
Sir Halley Stewart	-	30,000	<b>30,000</b>	-
<b>Total 2024</b>	<b>312,000</b>	<b>463,113</b>	<b>775,113</b>	<b>686,035</b>
Total 2023	255,000	431,035	686,035	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2024**

**6. Income from charitable activities**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	Total funds 2023 £
Coaching programmes	247,792	<b>247,792</b>	109,745
	<u>247,792</u>	<u>247,792</u>	
Total 2023	109,745	109,745	
	<u>109,745</u>	<u>109,745</u>	

**7. Investment income**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	Total funds 2023 £
Interest received	19,431	<b>19,431</b>	7,394
	<u>19,431</u>	<u>19,431</u>	
Total 2023	7,394	7,394	
	<u>7,394</u>	<u>7,394</u>	

**8. Other income**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2023 £
Other income	2,032	<b>2,032</b>	4,541
	<u>2,032</u>	<u>2,032</u>	
Total 2023	4,541	4,541	
	<u>4,541</u>	<u>4,541</u>	

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**9. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Costs of raising voluntary income	29,810	12,207	<b>42,017</b>	33,254
Total 2023	31,985	1,269	33,254	

**10. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>	<b>Total 2023 £</b>
Coaching programmes	424,168	540,233	<b>964,401</b>	854,730
Total 2023	345,502	509,228	854,730	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2024**

**11. Analysis of expenditure by activities**

	<b>Direct costs 2024 £</b>	<b>Support costs 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Charitable activities	884,134	80,267	<b>964,401</b>	854,730
Total 2023	791,582	63,148	854,730	

**Analysis of direct costs**

	<b>Charitable activities 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Staff costs	588,615	<b>588,615</b>	520,034
Training and events	1,760	<b>1,760</b>	9,306
Coaching and programme	180,806	<b>180,806</b>	164,911
Evaluation	27,704	<b>27,704</b>	20,216
Marketing	9,795	<b>9,795</b>	7,241
Travel expenses	984	<b>984</b>	535
Rent and office costs	26,614	<b>26,614</b>	33,960
Sundry and subscriptions	13,236	<b>13,236</b>	8,745
User involvement costs	2,325	<b>2,325</b>	1,584
Subcontractor costs	32,295	<b>32,295</b>	24,800
Charitable and political donations	-	-	250
	884,134	<b>884,134</b>	791,582
Total 2023	791,582	791,582	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2024**

**11. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Charitable activities 2024 £</b>	<b>Total funds 2024 £</b>	Total funds 2023 £
Depreciation	718	<b>718</b>	718
Legal and professional	9,420	<b>9,420</b>	21,071
Recruitment	1,357	<b>1,357</b>	1,460
Computer costs	21,682	<b>21,682</b>	15,208
Insurance	3,297	<b>3,297</b>	3,215
Bank fees	69	<b>69</b>	78
Other staff costs	28,437	<b>28,437</b>	8,028
Entertaining	17	<b>17</b>	20
Governance costs (including auditors' remuneration)	15,270	<b>15,270</b>	13,350
	<u>80,267</u>	<u><b>80,267</b></u>	<u>63,148</u>
Total 2023	<u>63,148</u>	<u>63,148</u>	

**12. Auditor's remuneration**

	<b>2024 £</b>	2023 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts (inclusive of irrecoverable VAT)	<b>12,000</b>	10,200
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	<u><b>2,400</b></u>	<u>3,150</u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**13. Staff costs**

	<b>2024</b>	2023
	£	£
Wages and salaries	<b>512,708</b>	451,413
Social security costs	<b>50,272</b>	46,091
Pension costs	<b>25,635</b>	22,530
	<u><b>588,615</b></u>	<u>520,034</u>

The average number of persons employed by the Charity during the year was as follows:

	<b>2024</b>	2023
	No.	No.
Staff	<b>12</b>	11
Directors	<b>8</b>	9
	<u><b>20</b></u>	<u>20</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>2024</b>	2023
	No.	No.
In the band £80,001 - £90,000	<b>1</b>	1

One employee was employed as a Director of the Company until August 2022. See note 14.

Employer pension contributions of £4,104 (2023: £4,008) were paid on behalf of the above staff.

In both 2023 and 2024 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell Chief Executive, Luke Carey, Head of Service Delivery, Tom Currie, Head of Impact and Innovation, Louise Potter, Head of Communications and Advocacy, Julia Ross, Head of Finance and Operations.

These 5 (2023: 5) key management personnel received total aggregate remuneration of £307,920 (2023: £304,001) made up of salaries of £264,379 (2023: £259,894), employers national insurance £30,292 (2023: £31,112) and employers pension contributions of £13,249 (2023: £12,995).

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**14. Directors' remuneration**

	<b>2024</b>	2023
	£	£
Directors' emoluments	-	26,520
Company contributions to defined contribution pension schemes	-	1,326
	<u>-</u>	<u>27,846</u>
	<u><u>-</u></u>	<u><u>27,846</u></u>

During the year retirement benefits were accruing to no directors (2023: 1) in respect of defined contribution pension schemes.

**15. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, expenses totalling £147 were reimbursed or paid directly to 2 Trustees (2023 - £NIL to 0 Trustees). £147 of expenses reimbursed or paid directly to 2 trustees relate to board meeting costs and travel expenditure.

**16. Tangible fixed assets**

	<b>Computer equipment</b>
	£
<b>Cost or valuation</b>	
At 1 April 2023	<b>11,837</b>
At 31 March 2024	<u><b>11,837</b></u>
<b>Depreciation</b>	
At 1 April 2023	<b>10,641</b>
Charge for the year	<b>718</b>
At 31 March 2024	<u><b>11,359</b></u>
<b>Net book value</b>	
At 31 March 2024	<u><b>478</b></u>
At 31 March 2023	<u><u>1,196</u></u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**17. Debtors**

	<b>2024</b> £	2023 £
Trade debtors	<b>43,303</b>	11,754
Prepayments and accrued income	<b>55,660</b>	10,142
	<u><b>98,963</b></u>	<u>21,896</u>

**18. Creditors: Amounts falling due within one year**

	<b>2024</b> £	2023 £
Trade creditors	<b>23,212</b>	31,392
Other taxation and social security	<b>16,350</b>	14,593
Other creditors	<b>3,461</b>	3,039
Accruals and deferred income	<b>50,181</b>	26,092
	<u><b>93,204</b></u>	<u>75,116</u>

	<b>2024</b> £	2023 £
Deferred income at 1 April 2023	<b>9,200</b>	-
Resources deferred during the year	<b>15,473</b>	9,200
	<u><b>24,673</b></u>	<u>9,200</u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2024**

**19. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
<b>Unrestricted funds</b>					
General funds	523,158	624,045	(453,978)	(22,873)	670,352

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
<b>Restricted funds</b>					
Charles Hayward Foundation	16,667	25,000	(24,999)	-	16,668
Black Perspective	17,862	-	(408)	-	17,454
St James's Place Charitable Foundation	17,459	30,000	(26,985)	-	20,474
Big Give The Conversation®	52,808	-	(22,969)	-	29,839
Colyer Fergusson Charitable Trust	44,908	-	(25,717)	-	19,191
Sir Halley Stewart	-	30,000	(7,219)	-	22,781
The Triangle Trust 1949 Fund	-	13,225	(3,767)	-	9,458
Listening Fund	-	25,000	(23,969)	-	1,031
Paul Hamlyn Foundation	42,514	110,000	(64,461)	-	88,053
The Henry Smith Charity	14,630	50,000	(50,515)	-	14,115
Prudential PLC	8,750	-	(8,750)	-	-
Porticus UK	20,864	8,718	(42,400)	12,818	-
The Tolkien Trust	6,765	25,000	(20,480)	-	11,285
Barrow Cadbury Trust	11,492	1,000	(12,492)	-	-
Portal Trust	5,081	25,000	(38,370)	8,289	-
Champions for Children	43,562	-	(42,572)	147	1,137
PHF Expert Support	-	30,000	(30,000)	-	-
Ministry of Justice (HMPPS Innovation Fund)	-	54,490	(55,562)	1,072	-
Fidelity UK Foundation	27,086	21,447	(35,000)	-	13,533
Other Restricted Funds	1,750	14,233	(15,805)	547	725
	<u>332,198</u>	<u>463,113</u>	<u>(552,440)</u>	<u>22,873</u>	<u>265,744</u>

<b>Total of funds</b>	<u><u>855,356</u></u>	<u><u>1,087,158</u></u>	<u><u>(1,006,418)</u></u>	<u><u>-</u></u>	<u><u>936,096</u></u>
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**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**19. Statement of funds (continued)**

Designated funds

During 2023, the Trustees made the decision to undesignate all three of the charity's designated funds, and therefore they were transferred back in to general unrestricted funds on 31 March 2023.

Restricted funds

Black Perspective - a fund for development of a culturally-specific version of our Hero's Journey™ life coaching programme for Black and Minority Ethnic young men in prison.

Big Give The Conversation® - a restricted fund for our systems coaching programme for groups of prison staff and prisoners to enhance relationships, improve empathy and support cultural change on prison wings.

Henry Smith Charity - a fund to contribute to the running costs of the Hero's Journey™ programme, providing support for young people in transition to being released from prison.

Prudential PLC - Hero's Journey™ - a fund (supported by multiple grant funders) for delivery of the Hero's Journey™ Life Coaching Programme in prisons.

Listening Fund - a fund from the Blagrove Trust's Listening Fund for development of mechanisms for listening to feedback and ideas from our participants.

Paul Hamlyn Foundation – a growth fund to support our strategic development and help fund our management team.

St James' Place Foundation - a fund from the St James' Place Charitable Foundation to contribute to the salaries of Spark Inside's Service Delivery Managers.

PHF Expert Support - an additional fund from Paul Hamlyn Foundation supporting access to expert support and advice.

Porticus UK - a fund for the coaching of young people and staff based at HMPYOI Isis.

Tolkien Trust – a fund from The Tolkien Trust to provide a life coaching programme for prison staff.

Barrow Cadbury Trust – a three-year grant for our policy work to advocate for the wellbeing of young people in prison and to champion racial inequity in the criminal justice system.

Colyer-Fergusson Charitable Trust – a fund from Colyer Fergusson Charitable Trust for £36,000 per year for three years for work in HMP Cookham Wood.

Champions for Children - help us deliver our life coaching programmes to young people.

Portal Trust - supporting the Hero's Journey™ programme, transforming the lives of vulnerable and disadvantaged young people in HMPYOI Isis.

Charles Hayward Foundation- supporting the delivery of Hero's Journey™, Black Hero's Journey™ and Hero's Journey™ in the community.

Fidelity – a fund from Fidelity UK Foundation to support our impact and innovation work, including funding the salary cost of Head of Impact and Innovation.

Ministry of Justice (HMPPS Innovation Fund) - A fund to run a new pilot of our Black Hero's Journey™ programme (a culturally-specific version of our Hero's Journey™ life coaching programme for Black and Minority Ethnic young men in prison) for young Black and Mixed Heritage men (aged 18-30) in HMPYOI Feltham and HMP Brixton.

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2024**

**19. Statement of funds (continued)**

London Youth - A fund contributing to our Black Hero's Journey™ programme (a culturally-specific version of our Hero's Journey™ life coaching programme for Black and Minority Ethnic young men in prison) in HMP Brixton.

Sir Halley Stewart - A fund towards The Resolve Project: an innovative, ground-breaking project to bring prison staff and prisoners together to prevent/resolve in-prison conflict, transform prison culture and boost rehabilitation, helping people to genuinely 'move beyond disadvantage'.

The Triangle Trust 1949 Fund - A fund towards an innovative programme to provide gym-based prison staff the reflective space and tools to improve their own wellbeing and that of prisoners in their care, and to support better interactions with prisoners with a coaching approach, contributing to rehabilitation.

Other restricted funds include; Esmée Fairbairn Foundation Fund, The Field Family Trust, Groundworks, The Innholders Charitable Foundation and London Youth.

Esmée Fairbairn - funding a consultant providing expert advice on income growth.

The Innholders Charitable Foundation - A fund towards transforming the lives of young people in prison in HMP Brixton by providing one-to-one Hero's Journey™ life coaching sessions to young people (age 15 to 25) in HMP Brixton.

**Statement of funds - prior year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Project specific designated funds	4,889	-	-	(4,889)	-
Office move	7,639	-	(3,236)	(4,403)	-
IT upgrade	4,885	-	(210)	(4,675)	-
	<u>17,413</u>	<u>-</u>	<u>(3,446)</u>	<u>(13,967)</u>	<u>-</u>
<b>General funds</b>					
General funds	<u>457,454</u>	<u>438,753</u>	<u>(374,041)</u>	<u>992</u>	<u>523,158</u>
<b>Total Unrestricted funds</b>	<u>474,867</u>	<u>438,753</u>	<u>(377,487)</u>	<u>(12,975)</u>	<u>523,158</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**19. Statement of funds (continued)**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Restricted funds</b>					
Charles Hayward Foundation	-	25,000	(8,333)	-	16,667
Black Perspective	25,049	-	(7,187)	-	17,862
St James's Place Charitable Foundation	-	30,000	(12,541)	-	17,459
Big Give The Conversation®	52,808	-	-	-	52,808
Colyer Fergusson Charitable Trust	36,000	36,000	(27,092)	-	44,908
Sir Halley Stewart	-	5,000	(5,000)	-	-
The Triangle Trust 1949 Fund	-	3,000	(1,250)	-	1,750
Listening Fund	25,223	-	(25,223)	-	-
Paul Hamlyn Foundation	47,422	100,000	(104,908)	-	42,514
The Henry Smith Charity	-	25,000	(10,370)	-	14,630
Prudential PLC	-	16,500	(7,750)	-	8,750
Porticus UK	30,361	45,000	(54,497)	-	20,864
The Tolkien Trust	12,712	25,000	(30,947)	-	6,765
Barrow Cadbury Trust	14,315	27,000	(29,823)	-	11,492
Portal Trust	-	25,000	(19,919)	-	5,081
Champions for Children	15,500	58,000	(29,959)	21	43,562
PHF Expert Support	19,523	(3,293)	(18,856)	2,626	-
Ministry of Justice (HMPPS Innovation Fund)	9,900	-	(9,900)	-	-
Fidelity UK Foundation	-	30,000	(40,328)	10,328	-
Other Restricted Funds	51,872	41,828	(66,614)	-	27,086
	<u>340,685</u>	<u>489,035</u>	<u>(510,497)</u>	<u>12,975</u>	<u>332,198</u>
<b>Total of funds</b>	<u>815,552</u>	<u>927,788</u>	<u>(887,984)</u>	<u>-</u>	<u>855,356</u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**20. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Tangible fixed assets	478	-	478
Current assets	763,078	265,744	1,028,822
Creditors due within one year	(93,204)	-	(93,204)
<b>Total</b>	<b>670,352</b>	<b>265,744</b>	<b>936,096</b>

**Analysis of net assets between funds - prior period**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Tangible fixed assets	1,196	-	1,196
Current assets	597,078	332,198	929,276
Creditors due within one year	(75,116)	-	(75,116)
<b>Total</b>	<b>523,158</b>	<b>332,198</b>	<b>855,356</b>

**21. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2024 £</b>	<b>2023 £</b>
Net income for the period (as per Statement of Financial Activities)	<b>80,740</b>	39,804
<b>Adjustments for:</b>		
Depreciation charges	<b>718</b>	718
Dividends, interests and rents from investments	<b>(19,431)</b>	(7,394)
(Increase) / decrease in debtors	<b>(77,067)</b>	31,903
Increase in creditors	<b>18,088</b>	31,883
<b>Net cash provided by operating activities</b>	<b>3,048</b>	96,914

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2024**

**22. Analysis of cash and cash equivalents**

	<b>2024</b> £	2023 £
Cash at bank	<b>929,859</b>	907,380
<b>Total cash and cash equivalents</b>	<b>929,859</b>	907,380

**23. Analysis of changes in net debt**

	<b>At 1 April 2023</b> £	<b>Cash flows</b> £	<b>At 31 March 2024</b> £
Cash at bank	<b>907,380</b>	<b>22,479</b>	<b>929,859</b>
	<b>907,380</b>	<b>22,479</b>	<b>929,859</b>

**24. Pension commitments**

The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £25,635 (2023: £22,530). At the balance sheet date there were contributions of £3,461 due to the fund (2023: £3,039).

**25. Operating lease commitments**

At 31 March 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2024</b> £	2023 £
Not later than 1 year	<b>5,838</b>	17,514
Between 1-2 years	-	5,838
	<b>5,838</b>	23,352

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2024**

**26. Related party transactions**

There were no disclosable related party transactions during the year (2023 - £Nil) and there are no balances outstanding with any related parties at the Balance sheet date (2023 - £Nil).

**27. Controlling party**

The trustees who are also directors control the charity.

**SPARK INSIDE**

England & Wales - Charity number 1148420

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# Accounts

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**Registered number: 07984016**  
**Charity number: 1148420**

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report and financial statements**  
**for the year ended 31 March 2023**

**Spark Inside**  
**(A company limited by guarantee)**

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**Spark Inside**  
**(A company limited by guarantee)**

**Reference and administrative details of the Charity, its Trustees and advisers  
for the year ended 31 March 2023**

**Trustees** R D Ferguson, Vice Chair  
M Conway (resigned 1 August 2022)  
K Imafidon (resigned 28 April 2022)  
M Case (appointed 28 July 2022)  
H MacLellan  
S Davin  
J Lyseight, Treasurer  
E Handling, Chair  
S Ruddock (resigned 25 April 2023)  
S Drysdale (appointed 28 July 2022)  
P Heardman (appointed 28 July 2022)

**Company registered  
number** 07984016

**Charity registered  
number** 1148420

**Registered office** Unit 386  
Salisbury House  
London Wall  
London  
EC2M 5SQ

**Chief executive officer** Vicki Cardwell

**Independent auditors** Kreston Reeves LLP  
Chartered Accountants  
Statutory Auditor  
Plus X Innovation Hub  
Lewes Road  
Brighton  
East Sussex  
BN2 4GL

**Bankers** CAF Bank Ltd  
West Malling  
Kent  
ME19 4JQ

**Solicitors** Arnold & Porter LLP  
Tower 42  
25 Old Broad Street  
London  
EC2N 1HQ

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report**  
**for the year ended 31 March 2023**

The Trustees present their Annual report together with the audited financial statements of the Company for the year 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**A Message from our Board Chair**

In last year's Annual report, I wrote that in 2022/23 we would be "driving forward on delivery so we can continue to make a real difference." I am pleased to say that we have absolutely delivered on that promise. In the face of enormous challenges, Spark Inside has had a stellar year and I am extremely proud of what the team has achieved.

Whilst most of society has moved well beyond Covid restrictions, the prison estate lags behind, with only 18 out of 122 prisons running a full regime of activities. Whilst there are continuing difficulties in accessing people for all charities working in prisons and YOIs, Spark Inside has been able to coach more than 200 young people this year and 80 prison staff to date. This means that we are now operating at pre-Covid levels, and we are seeing the incredible impact that our life-changing coaching support is having on participants.

All of this has been achieved because of the resilience and commitment of our staff and coaches, as well as the young people we are coaching. Their passion and drive is what sustains us, and the ability of our staff and coaches to build and maintain relationships with young people, with prison teams and other partner agencies, is what enables us to facilitate the successful delivery of our programmes. So we thank them wholeheartedly.

As well as increasing delivery we have grown our profile and influence, and made real strides towards our ambitions to drive culture change in the criminal justice system. We were proud to publish our Being Well Being Equal Report – created as part of our very first campaign, which called for the prioritisation of the wellbeing needs of young men, particularly young Black men in prison. We've been so encouraged to see the response to this Report and look forward to taking the next steps to ensure our calls to action are taken forward.

As Spark Inside continues on its own Hero's Journey, aiming to grow and expand our reach in the coming year, we will hold on to our unwavering belief in the power of coaching. In the face of what we know are complex challenges, we will continue to be guided by our mission, to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible. Our direction of travel will be shaped by the voices and experiences of the young people we serve. And the resilience, commitment and passion of our fantastic team will sustain us as we take our next steps.

My sincere thanks to the brilliant Spark Inside team, our amazing coaches, funders and donors and everyone working and living in prison who make what we do possible. We absolutely could not do this without you.

**Erica Handling**  
**Chair, Board of Trustees**

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**A Message from our CEO**

This year has been one characterised by growth, exciting milestones and new adventures. Most of all this Annual report demonstrates significant, lasting change in young people's lives made possible by their own commitment, effort and unique strengths. And it truly shows the power of coaching.

An incredible 96% of young people that Spark Inside has coached this year reported making progress in their lives. In real life terms, that meant for one young person: "Every area of my life, [my coach] sat down and helped me realise what I could do better, and I've taken that on board. I've now got my own business, which I'm building, I have the highest paying job I've ever been in by far and I'm in a healthy relationship. Everything is better now." We were keen to make up for lost time after the pandemic, and to reach more people who live and work in prisons. We are proud to have coached many more prison staff including 9 Governors, expanded into a new prison and successfully piloted our innovative programme, Black Hero's Journey.

We were delighted to see the results of an independent Cost Benefit Analysis of our Hero's Journey programme, which found that every £1 invested in the Hero's Journey generates at least £5.94 of benefits, for criminal justice agencies, health services, victims and employers. This means that the savings generated for society significantly outweigh the cost of our programme, which we were very pleased to hear.

This year Spark Inside celebrated turning 10. It's a new decade, with the same spark. We are incredibly grateful to all our donors and supporters. The grant funders, corporates and individuals who have helped us are part of an exciting mission. I hope this report encourages you too.

**Vicki Cardwell**  
**Chief Executive Officer**

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Objectives and activities**

Spark Inside runs coaching programmes in prisons and the community primarily across London and the South East. Our programmes unlock the potential of those living and working in prison, encourage rehabilitation, change prison culture, and contribute towards a reduction in reoffending. We are one of the first organisations to offer young people in prison the support of highly qualified, expert coaches and give them access to the same calibre of coaching made available in the corporate world. In addition to the one to one coaching support we offer, every Hero's Journey™ Programme starts with group work that encourages young people to open up and be vulnerable in front of one another in a way that would be extremely difficult outside of the Hero's Journey setting and allows young people to consider the positives qualities they have to draw on and enhances their belief in their ability to make change. This year we completed a pilot of Hero's Journey in HMP Lincoln, our first ever outside of London and the South East.

Black Hero's Journey is our tailored coaching programme, co-designed with young Black men with lived experience, that addresses the specific experiences of young Black men in the prison system, who are over-represented.

Our prison staff coaching was developed during the initial Covid-19 lockdowns to support frontline staff and ultimately the people in their care. Given its impact, we have extended the programme to work with all prison staff grades and will ensure prison staff coaching remains a core delivery, alongside our direct work with young people.

In addition to our coaching programmes, a key part of our work is ensuring that the voices of young people who have come into contact with the criminal justice system are listened to, and that they help to shape our strategy, coaching programmes and campaigns.

We also remain committed to working with parliamentarians and government officials to influence criminal justice policy and shift the perception of people in prison, platforming their voices and highlighting their unlocked potential.

Our main activities and who we provide support to are described in detail below. All our charitable activities focus on encouraging rehabilitation and contributing to a reduction in reoffending through the running of coaching programmes in prisons, and now also in the community, for young people, based mainly in London and the South East.

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit in setting the Charity's objectives and activities.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Achievements and performance**

This was the second year of delivering our three-year Strategic Plan. While we faced challenges due to the ongoing impact of the pandemic, we are proud of our achievements. We have structured our report under our three pillars of impact: individual, institutional and systemic.

**Individual change**

***Using coaching to unlock the potential of individuals***

**Hero's Journey**

Hero's Journey™ is our award-winning life coaching programme for young people in contact with the criminal justice system.

The programme consists of group workshops in prison, where our life coaches support young people to identify what they want in life and how they can achieve their goals. In 2022/23 we delivered over 60 workshops across 5 prisons, supporting 117 young people to embark on their Hero's Journey.

After the workshops, young people can choose to receive one-to-one life coaching sessions that can start in prison, and continue on release if they are near the end of their sentences. This year we were able to offer one-to-one coaching to 143 young people, through a total of 416 sessions.

We measure the impact of our coaching with young people using the Youth Outcome Star, a recognised industry tool, where young people assess their progress against a number of metrics including interests and activities, hopes and dreams, health and wellbeing, education and work, communicating, choices and behaviour.

We were delighted that this year, 96% of young people who we have coached reported making progress in at least one area, 88% reported making progress in at least two areas, and 82% made progress in three areas.

*"Now, looking back, I see the difference doing the Hero's Journey made for me. I'm now more open to talking about things - even my mum has noticed the change in me. The one-to-one coaching and Hero's Journey workshops gave me a new perspective. If people who don't know me well can see my potential it gives me hope for the future".* Hero's Journey participant.

Mia Motter, Governing Governor at HMP Brixton said this about Hero's Journey: *"I was honoured to be invited to share in the celebrations of men who bravely shared their commitments for a more positive future, reflecting and exposing some of their most personal mistakes and aspirations before graduating from the Hero's Journey Programme with Spark Inside. Their vulnerability and strength was humbling, inspiring and harder than I think anyone really appreciates. Finding how to articulate their hopes for a future they were always capable of creating was raw and deep.*

*Spark Inside genuinely makes a difference to their perspective and future decisions. I am so passionate about the astounding change and impact that can be achieved in some of the most challenging environments in our society."*

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Achievements and performance (continued)**

**Black Hero's Journey**

In 2022/23 we ran the first two pilots of our Black Hero's Journey programme in HMP YOI Isis. Originally developed in 2019, the decision to create this programme came following feedback from young people in prison, who told us that it would be beneficial for our coaching workshops to acknowledge the specific challenges young Black men face. Our initial pilot of the programme had to pause due to Covid, so we were delighted to get it up and running this year, and have been heartened to hear the positive responses so far.

Our 2022/23 pilots, involving 15 participants, have gone brilliantly well and have been enormously valued by the participants. We even saw young men giving up their social time, including choosing to leave an England World Cup match, to attend the workshops – something virtually unheard of in our experience of prisons.

Participants have shared their thoughts on the experience: *"It's like a sense of self-worth...before I'd only see myself in the light of, 'I'm just gonna sell drugs for the rest of my life', in and out of jail. I've been in jail like four or five times...and I never saw a point where I thought 'I need to stop', I just come out, do the same thing. But this made me see that there's other options in life. I'm not just worth selling drugs. I can do other things, put my mind to other things."*

Prison staff also rate the programme: *"We are delighted to be piloting the Black Hero's Journey here in HMPYOI Isis. We have seen brilliant engagement from young people for the programme, as there is really nothing else like it in the prison system. We have also seen - and been impressed by - the positive changes in the attitudes and behaviours of young people after their participation. I would like to see this programme rolled out to many more young Black men in prisons and YOIs".* Emily Thomas, Governor of HMPYOI Isis.

If you would like to know more about the impact Black Hero's Journey has on young people, you can watch a video interview with Jeffrey, one of our longest-serving coaches and Tyrone, a young man who was in the very first pilot group, here: [sparkinside.org/our-impact/participants-stories/tyrone-26](https://sparkinside.org/our-impact/participants-stories/tyrone-26)

**Institutional change**

**Prison Staff Coaching**

In 2022/23 we reached an exciting milestone, having coached more than 80 prison staff, including 9 prison Governors, through a total of 367 sessions. We also began a new project, offering coaching to every member of prison staff in London who went through the most recent Custodial Manager assessment – Custodial Managers being the highest grade of uniformed staff. We are so pleased that 26 staff members chose to take up the offer and are still being coached today, building their skills and confidence as they settle into these new positions.

Ian Bickers, London Prisons Group Director, had this to say about the project: *"Such important work and talking to this group of staff they have been hugely grateful for a brilliant intervention at the start of their next career step - thank you Spark Inside and good to see how we are impacting this vital group! I am proud of this association with such a brilliant organisation."*

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Achievements and performance (continued)**

**Alex, Prison Governor and Spark Inside coaching recipient**

*"I think it was that opportunity to step away from day-to-day work and talk with someone independent. It was solely about my development. I liked the fact that I was able to be really honest about my current experience and what I wanted to achieve.*

*I really liked the fact that it was external to prison. Talking about leadership and managing people and career goals almost outside the lens of prison, that was really refreshing. It was the bigger picture issues of 'what kind of a leader do I want to be'? 'What leadership skills do I need to develop'?*

*I recognised that it was a real investment in me as well. And I think that gives people a boost. I feel like people want me to develop and be a great leader and they've put this on for me.*

*If I think about myself, I manage maybe six or seven people who would in turn manage six or seven people, and it kind of spreads. I think that it has value for more than just me. There is a value to the organisation in that if the seven people I manage are developed in terms of their skills, their ability to manage their workloads, their ability to do the jobs that they're employed to do, that can only be a positive thing to the wider organisation."*

We are pleased that next year, we will be working with a team of researchers and academics from the University of Lincoln to evaluate the impact of our prison staff coaching. We will be interviewing a broad sample of our prison staff coaching clients to understand how they benefited from the experience, how our service could be improved and what worked best for them. We look forward to publishing the report in November 2023!

**Systemic change**

**Driving culture change in the criminal justice system so that rehabilitation is possible**

As well as using coaching to unlock the potential of people who live and work in prison, a key part of our mission is to drive culture change in the criminal justice system, so that rehabilitation is possible. We have ambitions to change entire systems, championing equity and opportunity, and we do this through our advocacy, policy and campaigning work.

In 2022/23 we have made some exciting strides towards this mission.

**Being Well Being Equal**

This year we published our Being Well Being Equal Report. Our campaign, calling for the prioritisation of the wellbeing needs of young men, particularly Black men in prison, initially launched in 2020 when young people in prison were telling us about the terrible impacts that Covid restrictions, and the prison environment, was having on their wellbeing. And with 75% of the young people we work with coming from Black and Minority Ethnic backgrounds, a clear theme that emerged through our conversations was that many felt that their identity and heritage played a significant role in how they were being treated.

*"Black people are getting treated unfairly – everyone needs to be thinking about equal rights. On the surface it seems okay, but behind the scenes there is a real problem... are Black young men getting equal access to jobs in prison? Do they have roles like Wing Reps? There is a lot that prisons need to be held to account for".* Young man in custody

It was clear to us that if we want to truly support young people to build a brighter future, that we also have to fight to create a better system and ensure young people's voices are really heard.

In February 2023 we published our report which included the expertise and insights of our Being Well Being Equal Alliance, made up of Wipers CIC, Zahid Mubarek Trust, Race Equality Foundation, Centre for Mental Health and Clinks.

The report presents a consolidation of the research, policy and practice concerned with the wellbeing of young

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2023**

#### **Achievements and performance (continued)**

men in custody, as well as insight from expert organisations and, most importantly, young men themselves.

*"I think it would be better if they looked at people to see what their strengths are, see what their talents are, see where they shine!"* Young man in custody

We were encouraged to see the report met with great enthusiasm and support from policymakers, senior HMPPS leaders and the wider sector.

*"I think it's brilliant! Particularly in thinking about how to promote this work and ensure that prisons understand how to practically implement the learning from the Report to produce better outcomes for young adults from black and minority ethnic backgrounds".* Lisa Short, HMPPS Young Adults Team Lead

"There is lots within this report for us to consider in terms of our future activities across HMPPS". Alana Ajani, HMPPS Race Action Programme Director

We were delighted that Leroy Logan, MBE - Chair of Transition to Adulthood, former Chair and founder of the Black Police Association and subject of the Steve McQueen film series Small Axe, published a blog in support of our Report.

He wrote: *"Spark Inside's recommendations could not be more timely when we consider the scale of the challenges young adults face...Right now, with organisations like Spark Inside working directly with young adults, we have a chance to create a criminal justice system that focuses on rehabilitation rather than punishment. A system where young adults can gain the skills and confidence they need to thrive. A system where every young adult can unlock their full potential. But we need to grab this chance with both hands if we are to ever make it a reality"*.

We hosted a Roundtable event, to discuss the findings of the Report and ensure our calls to action are implemented. The event was chaired by Leroy Logan MBE, and guest speakers included Alana Ajani Director of HMPPS Race Action Programme, Lisa Short HMPPS Young Adults Team Lead, alongside our CEO. We were pleased to welcome some fantastic guests from the London Probation Service, MOPAC, HMPPS, NHS England as well as representatives from the Alliance. We saw such interest in the event that we are now hosting a follow-up online event, in collaboration with the HMPPS Race Action Programme, which will be open to all prison staff.

#### **Empowering young people to have their voices heard**

This year we focused our efforts on developing our Champions Group and In-Prison Advisory Boards – two initiatives that empower young people with lived experience of imprisonment to have their voices heard, to shape and influence our work and to speak truth to power.

Our Champions Group consists of 5 young people, who have spent time in prison and who have been coached by Spark Inside, either through our Hero's Journey Programme or one-to-one coaching. The Champions meet online every 6-8 weeks, and have group discussions facilitated by our Participation and Engagement Manager, on a range of topics which have included informing our policy strategy, feeding back on our business plan, our 10 year vision and more. We also offer the Champions opportunities to develop professionally and personally, and have been pleased to team up with our corporate sponsors, PwC, whose staff have hosted tailored workshops for the group on admin, business, as well as a session on Neurodiversity.

In 2022/23 we held our first In-Prison Advisory Board in HMP Isis. Our model involves recruiting a small group (typically 2-4) of young people in prison as Spark Inside Ambassadors. We equip them with the skills, tools and confidence to survey and interview their peers on the wings, on a topic that relates to Spark Inside's work, in this case, *'What would enable you to participate in a programme that brings together prison staff and young people in prison, with the aim of building trust, empathy and respect?'* The Ambassadors gather the insights and present their findings back to a member of our Senior Management Team and two members of our Board, who come into the prison to meet the group. The Ambassador role is a paid role, and young people are given the chance to build skills in communication, interviewing and research that they can draw on in the future.

## **Spark Inside**

**(A company limited by guarantee)**

### **Trustees' report (continued) for the year ended 31 March 2023**

#### **Achievements and performance (continued)**

Our first In-Prison Advisory Board was a great success, and Ambassadors gathered the opinions of 35 other young people on the wings. The Ambassadors thoroughly valued the experience – they told us that it had encouraged them to push their own boundaries and to try new things. One person spoke of never having given a presentation before but now felt that they had a better sense of what is needed to deliver a good presentation, including planning and preparation.

Cecilia Cappel, Spark Inside Participation and Engagement Manager said: *“They spoke of being heard and feeling listened to. They said it was one of the few times they felt equal to those they were sharing the space with. They also felt comfortable and human. They said that they felt Spark Inside would create change and follow through on things”.*

#### **A visit from the Prisons Minister**

In February 2023 we were delighted to meet Prisons Minister Damian Hinds who came to visit our programme at HMP Wormwood Scrubs. The Minister met with members of our team working in the prison, as well as a group of young people who have embarked on their Hero's Journey, who shared with him the impact that coaching has had on their lives. The Minister also learned more about our work coaching staff in the prison. He heard from the Governor about how valuable it is to have an organisation in the prison that works with both staff and prisoners, and one that doesn't shy away from working with remand prisoners who make up a large proportion of the population at Scrubs, but who are often overlooked.

The young people were our greatest ambassadors, with one person saying: *“The one-to-one coaching gives you the space to be emotionally vulnerable. I can't tell you what a relief that is”.*

Our fantastic coach Michael Roper took the Minister and three young people through a bitesize session of our Hero's Journey life coaching programme, and we were pleased to hear that the experience made an impact.

The Minister said: *“I was delighted to meet with young people who had completed the Hero's Journey, and to have the opportunity to talk with them at length about how it helped and encouraged them; it was really uplifting”.*

#### **Financial review**

##### **a. Financial review**

The statement of financial activities is shown on page 19. The surplus for the year was £39,804 (2022: £95,934) and net assets amounted to £855,356 (2022: £815,552) at the year end.

This year we delivered coaching across five prisons, with face-to-face coaching work taking place in all of them. As expected, with Covid restrictions lifting, our delivery within prisons significantly increased this year. We also maintained some community coaching, both online and face-to-face. We began a new programme of prison staff coaching, encouraging institutional change and we continued to advocate for coaching and culture change within the criminal justice sector. To meet the increased demand for our services, we expanded our staff team, spent more on our coaches and direct programmes but, with careful management, kept other overhead costs broadly unchanged. The growth in activity this year was primarily funded from grants and donations. With such committed support from our funders and staff, together with sound financial management, the charity generated a positive financial outcome with a modest surplus for the year.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**b. Principal funding sources**

Spark Inside is primarily grant-funded and this income stream has remained largely stable. We have attracted several new funders this year and continue to receive grants from previous or existing funders, many of whom support us with multi-year grants, providing stability and enabling us to plan ahead for the future. Details of funders providing restricted grants can be found in note 18 to the financial statements, they fund some wonderful projects and we are very grateful. We are also very grateful to those funders who give unrestricted grants and donations, supporting our whole organisation, allowing us flexibility, security and enabling us to deliver on our mission.

Our commissioned income has grown again this year as planned. We continue our contract with the Forward Trust to deliver Hero's Journey in the community. We are delighted to have completed a contract and then been recommissioned by Practice Plus Group to coach in HMP Wormwood Scrubs. We have also won a significant new contract with CNWL Healthcare to coach young men in HMP High Down and HMP Coldingley (starts 1 April 2023).

**c. Reserves**

It is now the aim of the Trustees to hold reserves on the unrestricted general fund equivalent to between four to eight months of operating expenditure (based on budgeted expenditure for the following year). Our previous policy was to hold unrestricted reserves of between three to six months but, as we grow, the financial risks increase, and so we implemented a more prudent policy, building our reserves to ensure future financial stability.

Any reserves on restricted funds are set aside to fund the specific project or programmes for which the funds were granted. It is common for income to be received in one year, yet for programme expenditure to straddle several years. Reserves for restricted funds therefore represent monies for programmes that are currently ongoing or due to start. In the unlikely event that at the end of the programme a surplus exists we will contact the donor to confirm whether funds should be returned or whether they can be re-designated.

Unrestricted funds amounted to £523,158 at the year end (2022: £474,867) including unrestricted designated funds of £nil (2022: £17,413). The free reserves of Spark Inside consist of those reserves which are not already allocated to other costs and are freely available for the general purposes of the charity. The free reserves at 31 March 2023 amounted to £523,158 (2022: £474,867). The free reserves at the year end represented 5 months' reserves based on budgeted expenditure for the following year. Restricted funds amounted to £332,198 at the year end (2022: £340,685).

**d. Going concern**

The Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies..

**Structure, governance and management**

**a. Constitution**

Spark Inside is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/02/2012.

The company is constituted under a Memorandum of Association dated 24/02/2012 and is a registered charity number 1148420.

**Spark Inside**  
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**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Structure, governance and management (continued)**

**b. Methods of appointment or election of Trustees**

Board members are appointed by majority vote for three-year terms. Trustees may serve on the Board for two consecutive terms or following discussion and approval by the Board for an additional term of up to 3 years. In exceptional circumstances, following discussion and approval by the Board and subject to disclosure of the rationale for the extension of term in the charity's Annual report, such additional terms as the Board determines are appropriate.

**c. Organisational structure and decision-making policies**

In March 2023 Spark Inside had nine Trustees. There are three Board Committees currently operating: the Finance and Risk Committee, the Philanthropy Board and the newly created Coaching Committee. We established the Coaching Committee to support Spark Inside with recommendations and advice on coaching quality.

Spark Inside has a Delegation of Authority Policy in place which outlines how the charity makes decisions. The Policy covers decision making in all areas of the charity, clarifying which decisions are reserved to the Board or the Chief Executive, and which decisions, if any, are delegated further through the organisation. In addition, the charity has a Finance Policy which sets out limits and conditions to the Chief Executive and senior staff being authorised to commit the charity to incur expenditure within the approved annual budget plan.

Spark Inside's Trustees have a fiduciary responsibility for Spark Inside and provide strategic oversight and direction. Trustees are volunteers and receive no remuneration or financial benefits. They convene every three months for Board meetings and annually for a strategy away day. Trustees are recruited through a range of methods including online advertising on Trustee recruitment websites. All Trustee roles are advertised, and subject to a competitive process.

The Chair receives an annual appraisal, conducted by the Vice-Chair with the opportunity for all Trustees and the CEO to input. The Board reflects regularly on its performance and specifically at the annual away day.

**d. Policies adopted for the induction and training of Trustees**

Trustees are introduced to the work of the charity through meetings with the Chair, the CEO and staff and by taking part in a taster session of the Hero's Journey™. New Trustees have an induction day run by the Senior Leadership Team. New Trustees are also offered governance training. An induction pack containing the Memorandum and Articles of Association, strategy, vision, mission, budgets, key policies and other relevant information, including minutes of recent Trustees' meetings is provided. These documents, along with the papers and minutes of all Board and Committee meetings are made available to the Trustees through a shared secure internet site.

To maintain a broad and appropriate skills mix, a review is regularly undertaken to ensure that should a member resign, an appropriate replacement is found. The Board also review its diversity with particular regard to lived experience similar to that of our participants. We encourage Trustee applicants with lived experience of prison or the criminal justice system. We also actively encourage applications from people from Black or racially minoritized backgrounds and groups who are under-represented on Boards.

This year we welcomed two new Board Fellows (open to people under the age of 30) to ensure greater age diversity of our Board and to provide meaningful development opportunities for first time Board members. We have been running this programme since 2014 with several Fellows going on to become Trustees with Spark Inside or elsewhere.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Structure, governance and management (continued)**

**e. Pay policy for key management personnel**

An annual Remuneration Committee is held to review staff pay and proposed increases. The Remuneration Committee is made up of the Trustees who sit on the Finance and Risk Committee, plus the Chair and the lead Trustee for Equality, Diversity and Inclusion. The CEO submits a proposal to the Remuneration Committee with recommendations for salary increases in line with salary bandings.

**f. Risk management**

Trustees have implemented a risk management strategy that comprises:

- A quarterly review by the Trustees of the risks that the charity may face
- A monthly review by the Senior Management Team
- The establishment of systems and procedures, designed to minimise any potential impact on the charity should any of those risks materialise.

**Plans for future periods**

Our Strategic Plan 2021-2024 provides our solid direction of travel, and we have a skilled and passionate team to deliver our crucial coaching and advocacy work. Our ambition for Spark Inside over the next three years is to grow both the reach of our work, and the impact we have on individuals, institutions and the justice system.

**Vision**

The futures of people affected by the criminal justice system are determined by their potential, not their past.

**Mission**

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

**Strategic Aims**

- Increase the number of young people who access coaching at more points on their journey.
- Change prison culture through coaching people who work and live there.
- Champion coaching as a transformational tool in the justice system.
- Build a robust evidence base for coaching in the criminal justice system.
- Fortify Spark Inside's foundations.

**Spark Inside**  
**(A company limited by guarantee)**

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Plans for future periods (continued)**

**Priorities for 2023-24**

- Deliver at least 30 Hero's Journey programmes to over 200 young people across six prisons.
- Complete our Black Hero's Journey final pilot programme in HMPYOI Isis and evaluate its impact, so we are ready to expand the programme to more prisons.
- Complete the external evaluation of our prison staff coaching programme to determine its long-term impact; and continue coaching prison staff.
- Run two In-Prison Advisory Boards, ensuring the voices of young people in prison shape all of our work and co-design new programmes. One In-Prison Advisory Board will focus on how we can better coach more young people through the gate on release.
- Explore more long-term sustainable partnerships outside of London to coach in new prisons.
- Continue to coach young people in the community in partnership with the Forward Trust, Women in Prison, the Criminal Justice Alliance and others.
- Continue to influence public perception and prison policy through our wider comms and influencing work, including events and stakeholder engagement.
- Continue to advocate for the wellbeing of young people in prison and racial equity in the criminal justice system through our Being Well Being Equal campaign.
- Expand the work of our 'Champions' programme with young people formerly in prison to shape our policy and advocacy work; amplify young people's voices.
- Research, design and pilot an enhanced version of The Conversation – bringing people who live and work in prison together for deeper cultural change.

**Engage new donors, supporters and influencers with a focus on corporates.**

- Maintain funder relationships and continuing our outreach to potential new funders.
- Invest in business development and seek to increase our commissioned income in a sustainable way.
- Further strengthening our organisational infrastructure and improve our monitoring, CRM and office systems.

**Our supporters & funders**

We are hugely grateful for the support of our funders and supporters. The vital backing and care from our grant funders, who were proactively flexible and understanding during the pandemic, have enabled us to get back into prison quickly this year and to rapidly increase our coaching of young people, as evidenced in this Report. Thank you to all of the grant-giving Trusts and Foundations – you can see a list in the financial section.

We are equally thankful to our other supporters, friends and philanthropists, including the individuals who donated through our Big Give match-funding campaign at Christmas, which raised £73,930 to empower young people to thrive after prison. We were also delighted to receive a further donation from PwC for our work and first ever donations from Artemis Charitable Trust amongst others.

**Other ways you can support our work**

In addition to making a financial donation, there are many ways you can support Spark Inside to coach young people in prison, such as:

- Donating meeting space for our team meetings
- Advocating for our work within your networks
- Introducing influential people to our work
- Hosting a fundraising event/dinner
- Inviting staff to deliver presentations and workshops about our work
- Providing pro-bono specialist services, including print/production and event support. For example, we are grateful to receive pro bono consultancy from Arnold & Porter LLP
- Donating new equipment and office supplies
- Donating advertising space
- Featuring articles within your publication/ newsletter/journal

**Spark Inside**  
(A company limited by guarantee)

**Trustees' report (continued)**  
**for the year ended 31 March 2023**

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

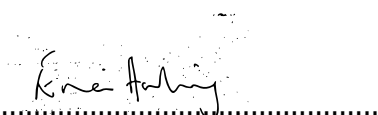
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

**Auditors**

Kreston Reeves LLP was re-appointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**E Handling**  
Chair of Trustees

Date: 26 October 2023

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditors' report to the Members of Spark Inside**

**Opinion**

We have audited the financial statements of Spark Inside (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its income and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Spark Inside**

**(A company limited by guarantee)**

### **Independent auditors' report to the Members of Spark Inside (continued)**

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Spark Inside**  
**(A company limited by guarantee)**

**Independent auditors' report to the Members of Spark Inside (continued)**

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

*Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the charity and sector, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non compliance with laws and regulations. We considered the extent to which non compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risk was related to posting inappropriate journal entries. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud, and review of the reports made by management and;
- Assessment of identified fraud risk factors; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness

## **Spark Inside**

**(A company limited by guarantee)**

### **Independent auditors' report to the Members of Spark Inside (continued)**

- of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Kreston Reeves LLP*

**Kreston Reeves LLP**  
Chartered Accountants  
Statutory Auditor  
Brighton

Date: 9 November 2023

Kreston Reeves LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**Spark Inside**  
**(A company limited by guarantee)**

**Statement of financial activities (incorporating income and expenditure account)**  
**for the year ended 31 March 2023**

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Donations and legacies	4	320,073	486,035	806,108	786,407
Charitable activities	6	109,745	-	109,745	46,420
Investments	7	7,394	-	7,394	1,697
Other income	8	4,541	-	4,541	-
<b>Total income</b>		<b>441,753</b>	<b>486,035</b>	<b>927,788</b>	<b>834,524</b>
<b>Expenditure on:</b>					
Raising funds	9	31,985	1,269	33,254	30,084
Charitable activities	10	345,502	509,228	854,730	708,506
<b>Total expenditure</b>		<b>377,487</b>	<b>510,497</b>	<b>887,984</b>	<b>738,590</b>
<b>Net income/(expenditure)</b>		<b>64,266</b>	<b>(24,462)</b>	<b>39,804</b>	<b>95,934</b>
Transfers between funds	19	(12,975)	12,975	-	-
<b>Net movement in funds</b>		<b>51,291</b>	<b>(11,487)</b>	<b>39,804</b>	<b>95,934</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		474,867	340,685	815,552	719,618
Net movement in funds		51,291	(11,487)	39,804	95,934
<b>Total funds carried forward</b>		<b>526,158</b>	<b>329,198</b>	<b>855,356</b>	<b>815,552</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 22 to 41 form part of these financial statements.

**Spark Inside**  
**(A company limited by guarantee)**  
**Registered number: 07984016**

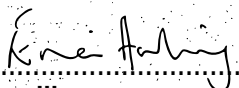
**Balance sheet**  
**as at 31 March 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	16	<b>1,196</b>	1,915
<b>Current assets</b>			
Debtors	17	<b>21,896</b>	53,799
Cash at bank		<b>907,380</b>	803,071
		<b>929,276</b>	856,870
Creditors: amounts falling due within one year	18	<b>(75,116)</b>	(43,233)
<b>Net current assets</b>		<b>854,160</b>	813,637
<b>Total net assets</b>		<b>855,356</b>	815,552
<b>Charity funds</b>			
Restricted funds	19	<b>332,198</b>	340,685
Unrestricted funds	19	<b>523,158</b>	474,867
<b>Total funds</b>		<b>855,356</b>	815,552

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



**E Handling**  
Chair of Trustees

Date: 26 October 2023

The notes on pages 22 to 41 form part of these financial statements.

**Spark Inside**  
**(A company limited by guarantee)**

**Statement of cash flows**  
**for the year ended 31 March 2023**

	<b>2023</b>	2022
	£	£
<b>Cash flows from operating activities</b>		
Net cash used in operating activities (note 22)	<b>96,914</b>	69,251
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>7,395</b>	1,697
Purchase of tangible fixed assets	-	(2,155)
	<hr/>	<hr/>
<b>Net cash provided by/(used in) investing activities</b>	<b>7,395</b>	<b>(458)</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	-	-
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>104,309</b>	<b>68,793</b>
Cash and cash equivalents at the beginning of the year	<b>803,071</b>	734,278
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year (note 23)</b>	<b>907,380</b>	803,071
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 22 to 41 form part of these financial statements

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**1. General information**

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The registered office and principal place of business of the charity is:

Unit 386  
Salisbury House  
London Wall  
London  
EC2M 5SQ

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spark Inside meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in UK sterling, the charity's functional currency, and rounded to the nearest pound.

**2.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

**Notes to the financial statements  
for the year ended 31 March 2023**

**2. Accounting policies (continued)**

**2.4 Expenditure (continued)**

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Government grants**

Grants of a revenue nature are recognised in the statement of comprehensive income in the same period as the related expenditure.

**2.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

**2.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £2,000 or more are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. .

Depreciation is provided on the following bases:

Computer equipment	- 3 years straight line
CRM Software	- 3 years straight line

**2.8 Debtors**

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**2. Accounting policies (continued)**

**2.9 Cash at bank**

Cash at bank includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.10 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation.

**2.11 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.12 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

**2.13 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**2.14 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**4. Income from donations and legacies**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total funds 2023 £</b>	Total funds 2022 £
Donations	65,073	55,000	<b>120,073</b>	117,140
Grants	255,000	431,035	<b>686,035</b>	666,033
Government grants	-	-	-	3,234
<b>Total 2023</b>	<u>320,073</u>	<u>486,035</u>	<u><b>806,108</b></u>	<u>786,407</u>
Total 2022	<u>301,374</u>	<u>485,033</u>	<u>786,407</u>	

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**5. List of grants (listed in order of donation date)**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Garfield Weston Foundation	30,000	-	<b>30,000</b>	-
The Goldsmiths Company Charity	22,000	-	<b>22,000</b>	35,000
Confidential Donor	1,000	-	<b>1,000</b>	500
29th May 1961 Charitable Trust	5,000	-	<b>5,000</b>	-
Highway One Trust	10,000	-	<b>10,000</b>	10,000
Colyer Fergusson Charitable Trust	-	36,000	<b>36,000</b>	-
Paul Hamlyn Foundation	-	100,000	<b>100,000</b>	140,000
1772 The Debtors Relief Funds Charity	2,000	-	<b>2,000</b>	-
Prudential PLC	-	1,500	<b>1,500</b>	3,000
The Portal Trust	-	25,000	<b>25,000</b>	-
The Stephen Clark Charitable Settlement 1965	1,000	-	<b>1,000</b>	-
AB Charitable Trust	20,000	-	<b>20,000</b>	-
The Tokien Trust	-	25,000	<b>25,000</b>	25,000
DCR Allen Charitable Trust	5,000	-	<b>5,000</b>	-
Barrow Cadbury Trust	-	27,000	<b>27,000</b>	28,000
Bernard Lewis Family Charitable Trust	30,000	-	<b>30,000</b>	30,000
Drapers Charitable Fund	-	15,000	<b>15,000</b>	-
Esmée Fairbairn	84,000	5,000	<b>89,000</b>	60,000
The Field Family Charitable Trust	-	3,000	<b>3,000</b>	-
Fidelity UK	-	41,828	<b>41,828</b>	67,622
St James' Place Charitable Foundation	-	30,000	<b>30,000</b>	-
Charles Hayward Foundation	-	25,000	<b>25,000</b>	20,000
The Henry Smith Charity	-	25,000	<b>25,000</b>	-
Groundworks	-	(3,293)	<b>(3,293)</b>	47,000
Porticus UK	-	45,000	<b>45,000</b>	45,000
Swire Charitable Trust	15,000	-	<b>15,000</b>	-
PHF Expert Support	-	30,000	<b>30,000</b>	4,636
Leathersellers	-	-	-	10,000
Dawes Trust	-	-	-	60,000
Treebeard Trust	-	-	-	20,000
Aurum Charitable Trust	30,000	-	<b>30,000</b>	30,000
The Listening Fund	-	-	-	23,400
City Bridge Trust	-	-	-	6,875
<b>Total 2023</b>	<b>255,000</b>	<b>431,035</b>	<b>686,035</b>	<b>666,033</b>
<b>Total 2022</b>	<b>256,500</b>	<b>409,533</b>	<b>666,033</b>	

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**6. Income from charitable activities**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	Total funds 2022 £
Charitable activities	109,745	<b>109,745</b>	46,420
	<u>109,745</u>	<u>109,745</u>	
Total 2022	46,420	46,420	
	<u>46,420</u>	<u>46,420</u>	

**7. Investment income**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>	Total funds 2022 £
Interest received	7,394	<b>7,394</b>	1,697
	<u>7,394</u>	<u>7,394</u>	
Total 2022	1,697	1,697	
	<u>1,697</u>	<u>1,697</u>	

**8. Other income**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2022 £
Other income	4,541	<b>4,541</b>	-
	<u>4,541</u>	<u>4,541</u>	
	<u>4,541</u>	<u>4,541</u>	<u>-</u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**9. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total funds 2023 £</b>	<b>Total funds 2022 £</b>
Costs of raising voluntary income	31,985	1,269	<b>33,254</b>	30,084
Total 2022	27,084	3,000	30,084	

**10. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Charitable activities	345,502	509,228	<b>854,730</b>	708,506
Total 2022	248,346	460,160	708,506	

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**11. Analysis of expenditure by activities**

	<b>Direct costs</b> <b>2023</b> £	<b>Support costs</b> <b>2023</b> £	<b>Total funds</b> <b>2023</b> £	Total funds 2022 £
Charitable activities	791,582	63,148	<b>854,730</b>	708,506
Total 2022	618,283	90,223	708,506	

**Analysis of direct costs**

	<b>Charitable activities</b> <b>2023</b> £	<b>Total funds</b> <b>2023</b> £	Total funds 2022 £
Staff costs	520,034	<b>520,034</b>	449,993
Training and events	9,306	<b>9,306</b>	5,173
Coaching and programme	164,911	<b>164,911</b>	66,467
Evaluation	20,216	<b>20,216</b>	10,816
Marketing	7,241	<b>7,241</b>	15,736
Travel expenses	535	<b>535</b>	108
Rent and office costs	33,960	<b>33,960</b>	23,481
Sundry and subscriptions	8,745	<b>8,745</b>	10,995
User involvement costs	1,584	<b>1,584</b>	1,419
Subcontractor costs	24,800	<b>24,800</b>	23,490
Charitable and political donations	250	<b>250</b>	-
Redundancy costs	-	-	10,605
	791,582	<b>791,582</b>	618,283
Total 2022	618,283	618,283	

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**11. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Charitable activities 2023 £</b>	<b>Total funds 2023 £</b>	Total funds 2022 £
Depreciation	718	<b>718</b>	240
Legal and professional	21,071	<b>21,071</b>	34,664
Recruitment	1,460	<b>1,460</b>	24,676
Computer costs	15,208	<b>15,208</b>	19,882
Insurance	3,215	<b>3,215</b>	3,055
Bank fees	78	<b>78</b>	102
Other staff costs	8,028	<b>8,028</b>	(39)
Licencing	-	-	73
Entertaining	20	<b>20</b>	-
Governance costs	13,350	<b>13,350</b>	7,570
	<u>63,148</u>	<u><b>63,148</b></u>	<u>90,223</u>
Total 2022	<u>90,223</u>	<u>90,223</u>	

**12. Auditors' remuneration**

	<b>2023 £</b>	2022 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts (inclusive of irrecoverable VAT)	<b>10,200</b>	6,480
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	<b>3,150</b>	1,920
	<u><b>13,350</b></u>	<u>8,400</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2023**

**13. Staff costs**

	<b>2023</b>	2022
	£	£
Wages and salaries	<b>451,413</b>	392,090
Social security costs	<b>46,091</b>	38,652
Pension costs	<b>22,530</b>	19,251
	<u><b>520,034</b></u>	<u>449,993</u>

The average number of persons employed by the Charity during the year was as follows:

	<b>2023</b>	2022
	No.	No.
Staff	<b>11</b>	8
Directors	<b>9</b>	10
	<u><b>20</b></u>	<u>18</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>2023</b>	2022
	No.	No.
In the band £70,001 - £80,000	-	1
In the band £80,001 - £90,000	<b>1</b>	-

The one employee disclosed above was a Director of the Company until August 2022.

Employer pension contributions of £4,008 (2022: £3,919) were paid on behalf of the above staff.

In 2023 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell Chief Executive, Luke Carey, Head of Service Delivery, Tom Currie, Head of Impact and Innovation, Louise Potter, Head of Communications and Advocacy, Julia Ross, Head of Finance and Operations.

In 2022 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell Chief Executive, Luke Carey, Head of Service Delivery, appointed 1 February 2022, Tom Currie, Head of Impact and Innovation, appointed 1 December 2021, Louise Potter, Head of Communications and Advocacy, appointed 7 March 2022, Julia Ross, Head of Finance and Operations appointed 1 Jan 2022, Nic Shoults, Head of Finance and Resources, resigned 1 September 2021, Karen Graham, Head of Programmes, resigned 31 December 2021, Indy Cross, Head of Communications, resigned 20 January 2022.

These 5 (2022: 8) key management personnel received total aggregate remuneration of £304,001 (2022: £246,935) made up of salaries of £259,894 (2022: £212,022), employers national insurance £31,112 (2022: £24,312) and employers pension contributions of £12,995 (2022: £10,601).

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**14. Directors' remuneration**

	<b>2023</b>	2022
	£	£
Directors' emoluments	<b>26,520</b>	78,390
Company contributions to defined contribution pension schemes	<b>1,326</b>	3,920
	<u><b>27,846</b></u>	<u>82,310</u>

During the year retirement benefits were accruing to 1 director (2022: 1) in respect of defined contribution pension schemes.

**15. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

**16. Tangible fixed assets**

	<b>Computer equipment</b>	<b>CRM software</b>	<b>Total</b>
	£	£	£
<b>Cost or valuation</b>			
At 1 April 2022	<b>11,837</b>	<b>11,800</b>	<b>23,637</b>
Disposals	-	<b>(11,800)</b>	<b>(11,800)</b>
At 31 March 2023	<u><b>11,837</b></u>	<u>-</u>	<u><b>11,837</b></u>
<b>Depreciation</b>			
At 1 April 2022	<b>9,922</b>	<b>11,800</b>	<b>21,722</b>
Charge for the year	<b>719</b>	-	<b>719</b>
On disposals	-	<b>(11,800)</b>	<b>(11,800)</b>
At 31 March 2023	<u><b>10,641</b></u>	<u>-</u>	<u><b>10,641</b></u>
<b>Net book value</b>			
At 31 March 2023	<u><b>1,196</b></u>	<u>-</u>	<u><b>1,196</b></u>
At 31 March 2022	<u><u>1,915</u></u>	<u><u>-</u></u>	<u><u>1,915</u></u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**17. Debtors**

	<b>2023</b>	2022
	£	£
Trade debtors	<b>11,754</b>	2,936
Prepayments and accrued income	<b>10,142</b>	50,863
	<u><b>21,896</b></u>	<u>53,799</u>
	<u><u><b>21,896</b></u></u>	<u><u>53,799</u></u>

**18. Creditors: Amounts falling due within one year**

	<b>2023</b>	2022
	£	£
Trade creditors	<b>31,392</b>	8,188
Other taxation and social security	<b>14,593</b>	12,662
Other creditors	<b>3,039</b>	2,519
Accruals and deferred income	<b>26,092</b>	19,864
	<u><b>75,116</b></u>	<u>43,233</u>
	<u><u><b>75,116</b></u></u>	<u><u>43,233</u></u>

	<b>2023</b>	2022
	£	£
Deferred income at 1 April 2022	-	4,636
Resources deferred during the year	<b>9,200</b>	-
Amounts released from previous periods	-	(4,636)
	<u><b>9,200</b></u>	<u>-</u>
	<u><u><b>9,200</b></u></u>	<u><u>-</u></u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
for the year ended 31 March 2023

**19. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Project specific designated funds	4,889	-	-	(4,889)	-
Office move	7,639	-	(3,236)	(4,403)	-
IT upgrade	4,885	-	(210)	(4,675)	-
	<u>17,413</u>	<u>-</u>	<u>(3,446)</u>	<u>(13,967)</u>	<u>-</u>
<b>General funds</b>					
General funds	457,454	438,753	(374,041)	992	523,158
	<u>474,867</u>	<u>438,753</u>	<u>(377,487)</u>	<u>(12,975)</u>	<u>523,158</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**19. Statement of funds (continued)**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Restricted funds</b>					
Charles Hayward Foundation	-	25,000	(8,333)	-	16,667
Black Perspective	25,049	-	(7,187)	-	17,862
St James's Place Charitable Foundation	-	30,000	(12,541)	-	17,459
Big Give The Conversation	52,808	-	-	-	52,808
Colyer Fergusson Charitable Trust	36,000	36,000	(27,092)	-	44,908
Esmée Fairbairn Foundation Fund	-	5,000	(5,000)	-	-
The Field Family Trust	-	3,000	(1,250)	-	1,750
Listening Fund	25,223	-	(25,223)	-	-
Paul Hamlyn Foundation	47,422	100,000	(104,908)	-	42,514
The Henry Smith Charity	-	25,000	(10,370)	-	14,630
Prudential PLC	-	16,500	(7,750)	-	8,750
Porticus UK	30,361	45,000	(54,497)	-	20,864
The Tolkien Trust	12,712	25,000	(30,947)	-	6,765
Barrow Cadbury Trust	14,315	27,000	(29,823)	-	11,492
Portal Trust	-	25,000	(19,919)	-	5,081
Champions for Children	15,500	58,000	(29,959)	21	43,562
Groundworks	19,523	(3,293)	(18,856)	2,626	-
PWC	9,900	-	(9,900)	-	-
PHF Expert Support	-	30,000	(40,328)	10,328	-
Fidelity UK Foundation	51,872	41,828	(66,614)	-	27,086
	<u>340,685</u>	<u>489,035</u>	<u>(510,497)</u>	<u>12,975</u>	<u>332,198</u>
<b>Total of funds</b>	<u><u>815,552</u></u>	<u><u>927,788</u></u>	<u><u>(887,984)</u></u>	<u><u>-</u></u>	<u><u>855,356</u></u>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**19. Statement of funds (continued)**

**Designated funds**

Project specific designated funds - fund to ensure coaching in prisons was maintained for the financial year.

Office move - fund for office move.

IT upgrade - fund for IT upgrade.

At the end of the financial year, the Trustees made the decision to undesignate all three of the charity's designated funds, and therefore they have each been transferred back in to general unrestricted funds at the Balance sheet date.

**Restricted funds**

Bernard Lewis Family Charitable Trust - a fund from The Bernard Lewis Family Charitable Trust towards developing the expansion of our programmes via a social licensing or partnership approach.

Black Perspective - a fund for development of a culturally-specific version of our Hero's Journey™ life coaching programme for Black and Minority Ethnic young men in prison.

Groundworks - a fund from the London Community Response Fund to fund our community coaching programmes working with young people in contact with Youth Offending Services or criminal justice charities in London.

Big Give - a restricted fund for the project 'The Conversation'.

Henry Smith Charity - a fund to contribute to the running costs of the charity including salaries of the management team.

Hero's Journey™ - a fund (supported by multiple grant funders) for delivery of the Hero's Journey™ Life Coaching Programme in prisons.

Listening Fund - a fund from the Blagrave Trust's Listening Fund for development of mechanisms for listening to feedback and ideas from our participants.

Paul Hamlyn Foundation – a growth fund to support our strategic development and help fund our management team.

St James' Place Foundation - a fund from the St James' Place Charitable Foundation to contribute to the salaries of Spark Inside's Service Delivery Managers.

PHF Expert Support - an additional fund from Paul Hamlyn Foundation supporting access to expert support and advice.

Porticus - a fund for the coaching of young people and staff based at HMPYOI ISIS.

Tolkien Trust – a fund from The Tolkien Trust to provide a life coaching programme for prison staff.

Barrow Cadbury – a three-year grant or our policy work to advocate for the wellbeing of young people in prison and to champion racial inequity in the criminal justice system.

Colyer-Fergusson – a fund from Colyer Fergusson Charitable Trust for £36,000 per year for three years for work in HMP Cookham Wood.

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2023**

**19. Statement of funds (continued)**

Champions for Children - two donations received in the year. £3,000 will help fund our work with young people affected by Covid and £12,500 will help us deliver our life coaching programmes to young people.

Field Family Trust - supporting life coaching for vulnerable young people in HMP Wormwood Scrubs.

Portal Trust - supporting the Hero's Journey programme, transforming the lives of vulnerable and disadvantaged young people in HMPYOI Isis.

Charles Hayward - supporting the delivery of Hero's Journey, Black Hero's Journey and Hero's Journey in the community.

PWC – this is to fund our Hero's Journey™ Black Perspective pilot.

Fidelity – a fund from Fidelity UK Foundation to support our impact and innovation work, including funding the salary cost of Head of Impact and Innovation.

Esmée Fairbairn - funding a consultant providing expert advice on income growth.

**Statement of funds - prior year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Project specific designated funds	4,889	-	-	-	4,889
Office move	9,786	-	(2,147)	-	7,639
IT upgrade	5,085	-	(200)	-	4,885
	<u>19,760</u>	<u>-</u>	<u>(2,347)</u>	<u>-</u>	<u>17,413</u>
<b>General funds</b>					
General funds	<u>392,552</u>	<u>349,491</u>	<u>(273,083)</u>	<u>(11,506)</u>	<u>457,454</u>
<b>Total Unrestricted funds</b>	<u>412,312</u>	<u>349,491</u>	<u>(275,430)</u>	<u>(11,506)</u>	<u>474,867</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**19. Statement of funds (continued)**

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Restricted funds</b>					
Confidential Donor	23,231	-	(23,700)	469	-
Black Perspective	35,983	-	(10,934)	-	25,049
Groundworks	-	47,500	(27,977)	-	19,523
Big Give The Conversation	53,945	-	(1,137)	-	52,808
City Bridge Trust	347	6,875	(7,222)	-	-
The Henry Smith Charity	43,469	-	(43,469)	-	-
Prudential PLC	-	1,500	(1,500)	-	-
Listening Fund	25,472	23,400	(23,649)	-	25,223
Paul Hamlyn Foundation	35,167	110,000	(97,745)	-	47,422
St James' Place Charitable Foundation	29,692	-	(29,692)	-	-
PHF Expert Support	-	34,636	(43,687)	9,051	-
Porticus UK	-	45,000	(14,639)	-	30,361
The Tolkien Trust	-	25,000	(12,288)	-	12,712
Barrow Cadbury Trust	14,000	28,000	(27,685)	-	14,315
Colyer Fergusson Charitable Trust	36,000	-	-	-	36,000
Champions for Children	-	15,500	-	-	15,500
Charles Hayward Foundation	-	20,000	(20,000)	-	-
PWC	10,000	-	(100)	-	9,900
Dawes Trust	-	60,000	(61,986)	1,986	-
Fidelity UK Foundation	-	67,622	(15,750)	-	51,872
	<u>307,306</u>	<u>485,033</u>	<u>(463,160)</u>	<u>11,506</u>	<u>340,685</u>
<b>Total of funds</b>	<u>719,618</u>	<u>834,524</u>	<u>(738,590)</u>	<u>-</u>	<u>815,552</u>

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements  
for the year ended 31 March 2023**

**20. Summary of funds**

**Summary of funds - current year**

	<b>Balance at 1 April 2022 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Balance at 31 March 2023 £</b>
Designated funds	17,413	-	(3,446)	(13,967)	-
General funds	457,454	438,753	(374,041)	992	523,158
Restricted funds	340,685	489,035	(510,497)	12,975	332,198
	<b>815,552</b>	<b>927,788</b>	<b>(887,984)</b>	<b>-</b>	<b>855,356</b>

**Summary of funds - prior year**

	<b>Balance at 1 April 2021 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Balance at 31 March 2022 £</b>
Designated funds	19,760	-	(2,347)	-	17,413
General funds	392,552	349,491	(273,083)	(11,506)	457,454
Restricted funds	307,306	485,033	(463,160)	11,506	340,685
	<b>719,618</b>	<b>834,524</b>	<b>(738,590)</b>	<b>-</b>	<b>815,552</b>

**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Tangible fixed assets	1,196	-	1,196
Current assets	597,078	332,198	929,276
Creditors due within one year	(75,116)	-	(75,116)
<b>Total</b>	<b>523,158</b>	<b>332,198</b>	<b>855,356</b>

**Spark Inside**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**21. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,915	-	1,915
Current assets	516,185	340,685	856,870
Creditors due within one year	(43,233)	-	(43,233)
<b>Total</b>	<b>474,867</b>	<b>340,685</b>	<b>815,552</b>

**22. Reconciliation of net movement in funds to net cash flow from operating activities**

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	<b>39,804</b>	95,934
<b>Adjustments for:</b>		
Depreciation charges	<b>718</b>	240
Dividends, interests and rents from investments	<b>(7,394)</b>	(1,697)
(Increase) in debtors	<b>31,903</b>	(30,107)
Increase in creditors	<b>31,883</b>	4,881
<b>Net cash provided by operating activities</b>	<b>96,914</b>	69,251

**23. Analysis of cash and cash equivalents**

	2023 £	2022 £
Cash at bank	<b>907,380</b>	803,071
<b>Total cash and cash equivalents</b>	<b>907,380</b>	803,071

**Spark Inside**  
(A company limited by guarantee)

**Notes to the financial statements**  
**for the year ended 31 March 2023**

**24. Analysis of changes in net debt**

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank	803,071	104,309	907,380
	<u>803,071</u>	<u>104,309</u>	<u>907,380</u>

**25. Pension commitments**

The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £22,530 (2022: £19,251). At the balance sheet date there were contributions of £3,039 due to the fund (2022: £2,519).

**26. Operating lease commitments**

At 31 March 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	-	11,710
	<u>-</u>	<u>11,710</u>

**27. Related party transactions**

There were no disclosable related party transactions during the year (2022 - £Nil) and there are no balances outstanding with any related parties at the Balance sheet date (2022 - £Nil).

**28. Controlling party**

The trustees who are also directors control the charity.

**SPARK INSIDE**

England & Wales - Charity number 1148420

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# Accounts

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# ANNUAL REPORT & ACCOUNTS 2021-22

Trustees' report and financial statements  
for the year ending 31 March 2022



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*Check out our new Vision and Mission statements!*

## VISION

The futures of people affected by the criminal justice system are determined by their potential, not their past.

## MISSION

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

Registered number: 07984016  
Charity number: 1148420  
A company limited by guarantee

*The mark Hero's Journey™ and any copyrighted material authored by Joseph Campbell are used under license from the Joseph Campbell Foundation.*

# References

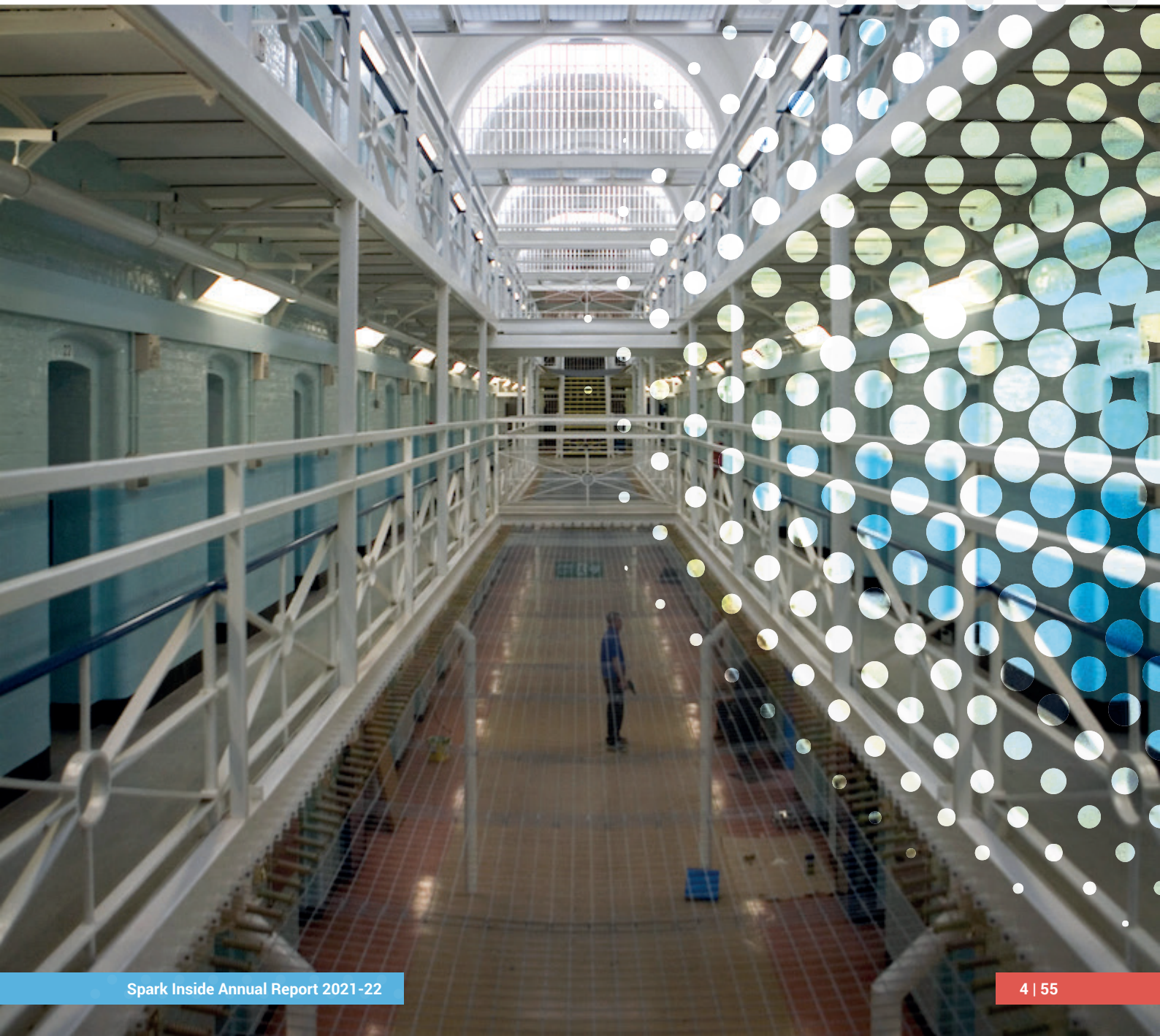
## Reference and administrative details of the Company, its trustees and advisers for the year ended 31 March 2022

<b>Trustees</b>	E Handling, Chair R D Ferguson, Vice Chair J Lyseight, Treasurer M Conway T Currie (resigned 30 November 2021) K Imafidon (resigned 29 April 2022) H MacLellan S Davin S Ruddock
<b>Company registered number</b>	07984016
<b>Charity registered number</b>	1148420
<b>Registered office</b>	Unit 386 Salisbury House London Wall London EC2M 5SQ
<b>Chief executive officer</b>	Vicki Cardwell
<b>Independent auditors</b>	Kreston Reeves LLP Chartered Accountants Plus X Innovation Hub Lewes Road Brighton East Sussex BN2 4GL
<b>Banker</b>	CAF Bank Ltd West Malling Kent ME19 4JQ
<b>Solicitor</b>	Arnold & Porter LLP Tower 42 25 Old Broad Street London EC2N 1HQ

# Trustees' report

The Trustees present their Annual Report together with the audited financial statements of the Company for the year 1 April 2021 to 31 March 2022. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.



# Welcome

## A Message from our Board Chair



This has been my first full year as Chair of Spark Inside and I am so proud of what both the Spark Inside team, and the people we have provided coaching to, have achieved this year in circumstances that have continued to be challenging.

Coaching gets to the heart of people's values, motivations, how they see themselves and any beliefs they hold which might be holding them back. It is about giving people tools they can draw on for the rest of their lives to identify and realise changes they want to make to improve their lives.

We held onto our unwavering belief in the power of coaching as Spark Inside and the people we work with faced immense challenge at the start of the year. Unlike the rest of society, prisons did not open up quickly and many young prisoners continued to spend the vast majority of their days in cells. As the Chief Inspector of Prisons

reported "We can't yet know what the long-term effects of extended lockdowns will be on this generation of prisoners, but it is likely there will be a price to pay for the... inactivity, the loss of family ties and the lack of education or work".

We had pivoted in early 2020 to coach both prison staff and young people in the community. This work not only carried on, but grew, this year. Spark Inside has now coached over 50 prison staff including four at governor grade. It was fantastic to see the emerging impact on staff members' own wellbeing, and crucially, the way they relate to and support prisoners in their care.

By the Autumn, we were able to provide face to face coaching to young people in prison again in a more consistent way. We got back up and running in HMP Isis and HMP Wormwood Scrubs. While operating in a prison environment will no doubt continue to present challenges, the Board and team are entirely focused on our mission – using coaching to unlock potential. Next year we will be driving forward on delivery so we can continue to make a real difference.

My sincere thanks to the brilliant Spark Inside team, our amazing coaches, funders and donors. We absolutely could not do this without you.

**Erica Handling**

Chair, Board of Trustees

# Welcome

## A Message from our CEO

This year was the first of our new strategy, where we set out our new vision, mission and plans to grow our reach and impact. Our plans are ambitious as we want everyone in the criminal justice system to have access to coaching.

Despite the challenges of Covid-19 especially in the prison estate, there are some key successes. We took our flagship programme Hero's Journey outside of London and the South-East for the first time, piloting in HMP Lincoln with Lincolnshire Action Trust. The positive impact on the young men's lives has shown us that our partnership model can be very effective and enable us to support more young people in new regions.

We launched our first campaign, Being Well Being Equal, based on what young people we work with were telling us needed to change and the evidence base. We make the case that wellbeing support for young men for young men in prison – particularly for young Black men – should be prioritised and tailored. We are really pleased to be working alongside some amazing organisations on this campaign.

Building on last year, we expanded our work with prison staff. This coaching delivers on our mission to unlock potential and drive culture change in the criminal justice system so that rehabilitation is possible. We know that the men and women who work in prison have a huge impact – positive or negative – on the environment. Early evaluations show we are impacting on prison staff wellbeing, working relationships and their practice.

Finally, we have recruited new members of the Spark Inside senior team who can help us drive our work forward in the next few years.

I am truly grateful to everyone who has supported us and to each and every young person who took on the challenge of coaching and committed to it – you are heroes.



**Vicki Cardwell**  
Chief Executive Officer



# Objectives and activities

## A. POLICIES AND OBJECTIVES

Spark Inside runs coaching programmes in prisons and the community primarily across London and the South East, to unlock the potential of those living and working in prison, encourage rehabilitation and change prison culture, and to contribute towards a reduction in reoffending. We are one of the first organisations to take life coaching to young people in prison and to use systems coaching to bring together staff and prisoners in UK prisons. This year we have expanded outside of London to pilot work in HMP Lincoln. Our expert coaches are qualified and trained professionals.

Hero's Journey™ is our award-winning structured life coaching programme for young people in prison and 'through-the-gates' into the community, that encourages them to change their lives. We now can offer this programme to young people in the community who have been in contact with the justice system.

Hero's Journey from a Black Perspective is our tailored life coaching programme, co-designed with young Black men with lived experience, that addresses the specific experiences of young Black men in the prison system, who are over-represented.

Coaching prison staff was developed during the initial Covid-19 lockdowns to support frontline staff and ultimately the people in their care. Given its impact, we have extended the programme to work with all prison staff grades and will ensure it remains core, alongside our direct work with young people.

In addition to our coaching programmes, a core part of our work is ensuring that the voices of young people in contact with the criminal justice system are listened to, as the experts, and help to shape our strategy, coaching programmes and campaigns.

We also remain committed to working with parliamentarians and government officials to influence criminal justice policy and shift the perception of people in prison, platforming their voices and highlighting their unlocked potential.



## B. STRATEGIES FOR ACHIEVING OBJECTIVES

This was the first year of delivering our three-year Strategic Plan. While we faced challenges due to the ongoing impact of the pandemic, we are proud of our achievements across the five strategic aims:

### **1 Increase the number of young people who access coaching at more points on their journey.**

We continued to coach young people at risk of going to prison – helping them much earlier on their journey of change. This was a key development for Spark Inside as we moved beyond the prison walls. We also coached young people who had recent contact with the justice system but were now on their way to a new life away from crime, helping them to solidify that change and move forward with confidence. We worked in partnership with Youth Offending Services and brought on board new charities to help us reach more young people.

Re-entering prisons during the second half of the year, our coaches could meet young people face to face. In total we coached 74 young people in prison and the community.

### **2 Change prison culture through coaching people who work & live there.**

We hit a milestone of coaching 50 prison staff. Our impact report showed the difference this was making to their wellbeing, relationships and ability to engage with people in prison. We were proud to coach four prison governors this year, recognising the influence they have on prison environments and culture.

### **3 Build our policy and influencing to champion coaching as a transformational tool in the criminal justice system.**

We launched a new campaign – Being Well Being Equal – based on what young people were telling us mattered to them and the impact we saw of Covid-19 on young people's emotional health. We know that our

coaching has a positive, tangible impact on young people's wellbeing which prisons are currently woefully under-resourced to support. Developing Hero's Journey from a Black Perspective with young people highlighted the lack of culturally competent services for young Black men in prison.

We attracted media coverage for our campaign and the founding alliance of six leading charities supporting the campaign. We recruited a new Participation and Engagement Manager to help strengthen our engagement with young people who shaped our campaign themes.

### **4 Build a robust evidence base for coaching in the criminal justice system.**

This year we embedded Youth Outcomes Star, our new monitoring tool. Our HMP Lincoln pilot showed good evidence of the positive impact of coaching in multiple areas measured by Outcomes Star, including young people's Hopes and Dreams, Choices and Behaviour and Education and Work. Qualitative interviews for the evaluation of the HMP Lincoln pilot and for our staff coaching report helped us learn more about why coaching matters to our clients including its impact on their relationships, wellbeing and sense of purpose.

### **5 Fortify Spark Inside's foundations.**

In terms of sustainability, we secured two new contracts – with Practice Plus Group and with Forward Trust – as part of our plans to increase our contract income with a view to diversify our income streams. This year we invested in our team to be ready for future growth. The Board conducted a Governance review, Board effectiveness review and a Trustee skills audit.

# Activities undertaken to achieve objectives

## HERO'S JOURNEY™

Our innovative and award-winning Hero's Journey™ programme for young people builds their motivation to create a positive future-self, away from crime, reducing in-prison violence, and contributing towards a reduction in reoffending post release.

It is a structured life coaching programme, consisting of group workshops for up to eight young people, followed by one to-one coaching sessions. The coaching sessions start in prison and can continue in the community on participants' release through-the-gates. Our life coaches don't tell participants what to do; instead, the young people are empowered to make different choices for themselves.

Hero's Journey life coaching has been proven to improve vital life skills, such as confidence, decision making, problem-solving, resilience and empathy, as well as participant wellbeing and future outlook.

### Our key achievements this year include:

- **New Theory of Change for Hero's Journey developed**
- **Coaches trained in new Theory of Change, philosophy of delivery and strengthened version of the programme**
- **Two Hero's Journey programmes delivered in HMP YOI Isis as we re-entered prisons after lockdown**
- **One-to-one coaching for young people in HMP Wormwood Scrubs, as we await restart of groupwork**
- **Four Hero's Journey taster sessions for our potential partners**



# Activities undertaken to achieve objectives

## HERO'S JOURNEY IN PARTNERSHIP WITH LINCOLNSHIRE ACTION TRUST IN HMP LINCOLN

We embarked on our first ever pilot partnership project, in collaboration with the brilliant Lincolnshire Action Trust, to deliver Hero's Journey life coaching programme to young men in HMP Lincoln. Our coaching in Lincoln is the first time Spark Inside has coached outside of London and the Southeast, so we were pleased to collaborate with such an experienced and trusted organisation.

Our coaches have supported 15 young people in HMP Lincoln through the Hero's Journey group workshops, and through 60 additional one-to-one sessions. None of the young men had any previous experience of work or education in the prison, so their expectations of what they could achieve were low. But once they started on their Hero's Journey, the impact it had on them was far greater than they had anticipated.

One young man who participated in the programme at HMP Lincoln told us:

*"To be fair, to start off with, the reason I signed up to the Hero's Journey was because the more that we did in prison the more likely we were to be moved to a Cat D [the least restrictive categorisation where prisoners are trusted in open conditions]... In the end what I got from the programme I cherished more than what I would have done going to a Cat D."*

This pilot has shown us that working with a partner like Lincolnshire Action Trust, who are experienced, efficient, values-led and committed to rehabilitation, enables us to deliver coaching to a very high standard which ultimately leads to the best possible outcomes for the young people we work with.



The BHJ Advisory Group

## HERO'S JOURNEY FROM A BLACK PERSPECTIVE

Co-designed with young Black men with lived experience of prison, this programme was created to address the specific experiences of young black men in the prison system. Three of our specially-trained coaches delivered a successful programme in HMPYOI Isis before the Covid-19 crisis, and anecdotally, we know that the young men found it hugely impactful and were eager to sign up.

Given ongoing restrictions this year, we have been unable to complete the pilot. We have taken the time afforded by restrictions to review the course material and ensure that it is of excellent quality. We have since made the decision to extend the workshop element of the programme with a new fourth session to include additional impactful material. The pilot is now ongoing in August 2022.

To support this area of work, we have been helping to shine a light on racial disparity in the criminal justice system, through our influencing and advocacy work.

# Activities undertaken to achieve objectives

## PRISON STAFF COACHING

This year, for the first time, four of our coaching clients were prison Governors. In total, we coached a further 17 prison staff members. Once again, we were delighted with the engagement and impact of this programme and will now make this core to how we work to drive cultural change.

The majority of prison staff worked in HMP Wormwood Scrubs and HMPYOI Isis, and the Governors were from other prisons in London and the South East.

Thus far, over 200 hours of coaching has been provided by Spark Inside coaches to prison staff. An impressive 94% of clients reported making progress in their lives and surveys showed that every client (100%) said they would recommend coaching for people living or working in prison.

Furthermore, some staff reported that the coaching had impacted on the way they work in prisons, and directly on their interactions with, and support for, people who live in prison.

## COMMUNITY COACHING

This year we continued to collaborate with partner organisations and statutory bodies in the community to offer coaching to young people at risk of entering prison and those on release from prison. This year we coached 23 young people in the community.

We have developed a strong partnership with Leaders Unlocked, who give young adults a stronger voice on criminal justice reform, to deliver coaching to several of their young adults.



One of our longest serving coaches, Jeffrey Wotherspoon speaks on the panel at our event

# Activities undertaken to achieve objectives

## JOE'S STORY

When Joe was a small child, he witnessed domestic abuse and drug use in his family home, which had a hugely detrimental impact on his mental health, leaving him with PTSD and difficulty controlling his emotions. Eventually, Joe was removed from the family home and taken into foster care. As a teenager, he ended up with a conviction on his record, and as a result, he struggled to find a job. We met Joe in the community, through our connections with Leaders Unlocked, and offered him one-to-one life coaching that would empower him to achieve his goals of making a fresh start, finding purpose and building a business. This is Joe's story.

"I heard about Spark Inside's life coaching programme from Leaders Unlocked. I very much have this philosophy that you should learn from people smarter than you, so I applied for it. At the time, I really, really wanted to start my own business. I looked at the life coaches' profiles and there was one with quite a lot of experience in business, so I was like 'this is great, this is exactly what I need'. So, I did my 10 life coaching sessions and he helped me realise that it wasn't so much the business that was important to me, it was more the freedom.

We broke it down together, he was like 'okay, so what you actually want is something that doesn't trap you', and I realised that I would be fine with a job if it came with maybe some time working from home.

Since the coaching, my reactions have become a lot more stable. Before I would just react in the way I react. My coach helped me come up with ways to deal with things and ways to view things, like how I reacted to stuff and how I saw situations. There are obviously still some things that do get to me because I am human, but a lot of things before that would have just sent me into a complete snap, now either don't anywhere near as much, or it doesn't bother me at all. I genuinely feel calmer.



The initial application of the coaching was a little bit tricky because when you've lived a certain way for so long, it is quite difficult to break that habit. But I kept at it, and the more that I kept at it, the more I started seeing the results in my life that I was after. Once you start seeing results the momentum comes and now it's quite easy to do.

It sounds like a cliché, but every area of my life, he's sat down and helped me

realise what I could do better, and I've taken that onboard. I've now got my own business, which I'm building, I have the highest paying job I've ever been in by far and I'm in a healthy relationship.

If anybody was to ask, should they try the Hero's Journey life coaching programme, it's like, d'you want to completely upgrade your life or not? The answer would be a blatant 'yes', if someone were to ask me if the Hero's Journey is worth it".

# Activities undertaken to achieve objectives

## MAIN ACTIVITIES UNDERTAKEN TO FURTHER THE COMPANY'S PURPOSES FOR THE PUBLIC BENEFIT

Our main activities and who we provide support to are described above. All our charitable activities focus on the encouragement of rehabilitation and contribution towards a reduction in reoffending through the running of coaching programmes in prisons, and now also in the community. Spark Inside provides coaching programmes to young people in prison. The services are mainly in London and the South-East. This year we expanded our geographical reach to deliver in Lincolnshire.

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit in setting the Charity's objectives and activities.



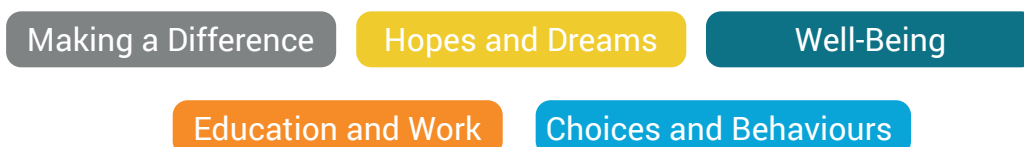
Coaches Michael Roper and Sam Onagoruwa at our 10 year anniversary

# Achievements and performance

## OUR IMPACT

As we emerge from COVID-19, we have an established model of coaching delivery in the Understanding our impact is at the very heart of what we do. This year for the first year, we used Youth Outcomes Star to measure our impact. It is early days, but we are pleased with emerging results and learning.

In our HMP Lincoln pilot, the progress of the young people was measured at three points during the programme using the Youth Outcome Star. They assessed themselves in the following six areas against a five stage Journey of Change. The areas are:



We are delighted that all but one of the group made progress in the area of Hopes & Dreams, making it the **Outcome Area** where the largest number of young people **showed a positive change**. The next largest areas of progress were made in Choices and Behaviour and Education and Work, both of which saw seven people advance. Over the next year, we will use Youth Outcomes Star across all our programmes to measure our impact.

We listened to our participants and were pleased with the impact that coaching is making in their lives and in the justice system.

We spoke to Jay, a young man serving a prison sentence in HMP Lincoln who participated in the Hero's Journey programme. He said:

*"My coach was just amazing. He didn't judge, he was level-headed, and he understands that people go through difficult times and make wrong choices, but just because they've made that wrong choice it doesn't make them a bad person. People can change, and it was having that one person sat there believing in me that helped me get over it. The coaches help bring out the better person in you... Since I've been out of prison I've stuck to everything I said I wanted to do. My mum said that she's proud of me. She can see that I'm changed."*

Our work is just as impactful for those who have not served a prison sentence, and who have accessed our coaching in the community.

As you heard earlier from Joe:

*"I don't know where I would be without my life coach. I literally could not be more thankful to him. Every area of my life, he's sat down and helped me realise what I could do better, and I've taken that onboard. Now, I've now got my own business, which I'm building, I have the highest paying job I've ever been in by far and I'm in a healthy relationship. Everything is better now."*

# Achievements and performance

We've been really proud of what we've achieved through our pilot partnership with the Lincolnshire Action Trust, and the impact our programme has had on the young men at HMP Lincoln. We spoke to participants throughout the process of evaluating the partnership, to get insights on their experience of the coaching programme. One young person told us:

*"[It] gives you fight to go forward. I am stepping into new me. I have promised myself I would do that. I never break promises. Acknowledge my own self-worth – if others can see it in me then it can come to me."*

We've been heartened to see the overwhelmingly positive feedback from prison staff who taken up our offer of coaching during the pandemic, and the wider impact it has had on the culture of a prison as well as on the wellbeing of the individual engaging in the programme.

One Prison Governor who benefitted from Spark Inside's coaching told us:

*Prisons are busy and demanding places to work. As a senior prison leader, I find it immensely valuable to step back and reflect regularly. Coaching enables me to do this in a structured, supportive way so that I can return to my work with a renewed sense of purpose and focus."*



## Factors relevant to achieve objectives

### RAISING PROFILE & INFLUENCING

This year Spark Inside continued to focus on strengthening our influencing activity to advocate effectively for people in prison, while we paused our prison delivery until restrictions eased.

## Policy and advocacy

In October we launched our new campaign Being Well Being Equal, built on the insights and experiences of young people in the criminal justice system. The campaign sets out that wellbeing support for young men in prison, and in particular young Black men, should be prioritised and should be tailored to meet their specific needs.

The Covid-19 pandemic has exacerbated many of the challenges facing young people in prison, but with proper support from specialists working in prisons, young people make positive choices that lead to better rehabilitative outcomes and improved wellbeing, including better physical, mental and social health.

We commissioned a YouGov poll which revealed overwhelming public support for the campaign's message. From more than 1,700 people surveyed, 72% think that, considering all the different priorities in the prison system, there should be specific support for prisoners' mental health and wellbeing.

We are delighted to be working as a coalition, together with six voluntary sector organisations that provide rehabilitation services and support racial equity.

Our founding alliance members are: *Spark Inside, Wipers, Zahid Mubarak Trust, Clinks, Centre for Mental Health and the Race Equality Foundation.*



# Making the case for coaching

As part of making the case for coaching as a transformation tool in the justice system, we were pleased to be featured in the New Philanthropy Capital's report as an example of excellent practice, and where some investors should consider providing further support.

During the year we met with officials, including the Chief Inspector of Prisons, Charlie Taylor, to share our work and its value, and officials from the office of Alex Chalk MP, the then Minister for Prisons.

We spoke at the Prison Learning Association webinar on coaching; and presented at an New Philanthropy Capital conference on our work coaching prison staff.

Our coaching podcasts were uploaded onto the national Youth Offending Institution intranet so that young people in prison can listen to this content and be inspired by the potential of coaching, reflect on their own journey and hear stories of change.



## PODCAST EPISODES

### 1. WHAT IS COACHING?

In this episode our podcast host Simone Ujah talks to life coach Jeffrey Wotherspoon about what life coaching is and is not, how it works in prisons and how it can transform your life. Jeffrey explains that coaching is self-directed, meaning your coach will help you think about what it is you want from your life, and how to achieve your personal goals.

<https://www.sparkinside.org/media/641>

### 2. HEROES

In the second episode of our podcast series, our host Simone Ujah meets life coach Jerry Gray to discuss who can be a hero, and how you can see yourself reflected in your hero. Jerry also shares some highlights from our Hero's Journey programme in prisons.

<https://www.sparkinside.org/media/642>

### 3. FROM PRISON TO ENTREPRENEUR

In the third episode of our podcast series, Simone talks to Spark Inside trustee Kenny Imafidon about his inspiring journey from being on remand for a murder he didn't commit, to a successful career as an entrepreneur, political commentator and activist. Kenny also talks about how coaching in prison can help you build a brighter future for yourself.

<https://www.sparkinside.org/media/643>



## PRESS AND DIGITAL MEDIA

The media coverage this year was primarily to advocate for young people in prison still facing lockdown for much of the year.

We also took our campaign, Being Well Being Equal, to the media, and were delighted to feature in The Voice and The Justice Gap.

Vicki Cardwell spoke live with LBC's Shelagh Fogarty, highlighting the need for greater mental wellbeing support for young men, including young Black men, in prisons.

Social media activity grew this year by an impressive amount: Our LinkedIn followers increased by almost 100% from just under 500 followers to just under 1000! Twitter followers increased by 33%. and Instagram followers increased by over 188%. We are proud that our innovative coaching work and advocacy are gaining such traction.

## LISTENING TO YOUNG PEOPLE

We are focusing much of our efforts on ensuring that the voices of young people are at the heart of all our communications, policy and advocacy work. We recruited a Participation and Engagement Manager who sits in our Communications and Advocacy Team and is based part-time in prison, spending much of their time building relationships with young people on the wings, and ensuring that their views feed through to our communications, campaigns, policy work as well as shaping our strategy and programmes. One key area of work for this role has been building a group of Young Advisors, made up of young people with lived experience of the criminal justice system, with the aim of facilitating regular meetings where the Advisors can feed back on our work, and discuss how Spark Inside can best address the needs of young people in the criminal justice system.

We are delighted that the group is now formed and has had its first meeting. We look forward to seeing the group expand and meet more regularly in 2022-23.

## GOING CONCERN

This year we returned to three prisons, restarting our face-to-face coaching work in HMP Lincoln, HMPYOI Isis and HMP Wormwood Scrubs. We will retain our virtual community coaching, in order to enable us to fulfil our mission during any future periods of restrictions, but we are now able to deliver both online and in-person. We expect our delivery to increase during the next financial year.

Spark Inside is primarily grant-funded and this income stream has remained largely stable. We have attracted new funders this year including Porticus and the Fidelity Foundation. We received new grants from previous or existing funders including Esmee Fairbairn Foundation and the Listening Fund. We are delighted that these are multi-year grants, providing stability and enabling us to plan ahead for the future. Currently, we do not anticipate Covid-19 will impact further on our ability to fundraise from grants and foundations.

Our commissioned income was impacted in 2020/21 and has now started to slowly grow again this year. We have a contract with the Forward Trust to deliver Hero's Journey in the community over 3 years and a contract with Practice Plus Group to deliver coaching in HMP Wormwood Scrubs. Increasing this income stream will be a focus for next year.

We did not have any staff on furlough during the year. All our coaches are freelance and therefore they are only paid for coaching work they undertake, thus enabling the charity to manage its finances effectively as we manage ongoing uncertain delivery, flexing our costs to match our delivery.

After assessing the impact of Covid-19, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

## RESERVES POLICY

It is the aim of the Trustees to hold reserves on the unrestricted general fund equivalent to between three to six months of operating expenditure (based on budgeted expenditure for the following year). Any reserves on restricted funds are set aside to fund the specific project or programmes for which the funds were granted. It is common for income to be received in one year, yet programme expenditure straddle several years. Reserves for restricted funds therefore represent monies for programmes that are currently on-going or due to start. In the unlikely event that at the end of the programme a surplus exists we will contact the donor to confirm whether funds should be returned or whether they can be re-designated.

## OVERALL REVIEW OF ACTIVITIES

The statement of financial activities is shown on page 31. The surplus for the year was £95,934 (2021: £116,562) and net assets amounted to £815,552 (2021: £719,618) at the year end. The net assets were made up of: restricted funds of £340,685, designated funds of £17,413 and general unrestricted funds of £457,454.

## CONTRACTED INCOME POLICY

Wherever a contract is completed and there are funds remaining, any outstanding funds are transferred to unrestricted general funds, if the donor approves such a transfer.



# Structure, governance and management

## A. CONSTITUTION

Spark Inside is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/02/2012.

The company is constituted under a Memorandum of Association dated 24/02/2012 and is a registered charity number 1148420.

## B. METHODS OF APPOINTMENT OR ELECTION OF TRUSTEES

Board members are appointed by majority vote for three-year terms. They can be re-appointed once, by majority vote.

## C. ORGANISATIONAL STRUCTURE AND DECISION-MAKING POLICIES

In March 2022 Spark Inside had eight Trustees. There are two Board Committees currently operating: the Finance and Risk Committee and the Philanthropy Board.

Spark Inside has a delegation of authority policy in place which outlines how the charity makes decisions. The policy covers decision making in all areas of the charity, clarifying which decisions are reserved to the Board and the Chief Executive, and which decisions, if any, are delegated further. In addition, the charity has a Finance Policy which sets out limits and conditions to the Chief Executive and senior staff being authorised to commit the charity to incur expenditure within the approved annual budget plan.

Spark Inside's Trustees have a fiduciary responsibility for Spark Inside and provide strategic oversight and direction. Trustees are volunteers and receive no remuneration or financial benefits. They convene every three months for Board meetings and annually for strategy away days. Trustees are recruited through a range of methods including online advertising on Trustee recruitment websites.



# Structure, governance and management

## D. POLICIES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES

Trustees are introduced to the work of the charity through meetings with the Chair, the CEO and staff and by taking part in a taster session of the Hero's Journey™. New Trustees have an induction day run by the Senior Leadership Team and other Trustees. New Trustees are also offered governance training. An induction pack containing the Memorandum and Articles of Association, strategy, vision, mission, budgets and other relevant information, including minutes of recent Trustees' meetings is provided.

To maintain a broad and appropriate skills mix, a review is regularly undertaken to ensure that should a member resign, an appropriate replacement is found.

## E. PAY POLICY FOR KEY MANAGEMENT PERSONNEL

An annual Remuneration Committee is held to review staff pay and proposed increases. The Remuneration Committee is made up of the Trustees who sit on the Finance and Risk Committee, plus the Chair and the lead Trustee for Equality, Diversity and Inclusion. The CEO submits a proposal to the Remuneration Committee with recommendations for salary increases in line with salary bandings.

## F. RISK MANAGEMENT

Trustees have implemented a risk management strategy that comprises:

- A quarterly review by the Trustees of the risks that the charity may face
- A monthly review by the Senior Management Team
- The establishment of systems and procedures, designed to minimise any potential impact on the charity should any of those risks materialise



# Plans for future periods

## OUR PRIORITIES FOR THE FUTURE

Our Strategic Plan 2021-2024 provides our solid direction of travel. And we have a skilled and passionate team to deliver our crucial coaching and advocacy work. Our ambition for Spark Inside over the next three years is to grow both the reach of our work, and the impact we have on individuals, institutions and the justice system

### VISION

The futures of people affected by the criminal justice system are determined by their potential, not their past.

### MISSION

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

### AIMS

- Increase the number of young people who access coaching at more points on their journey.
- Change prison culture through coaching people who work and live there.
- Champion coaching as a transformational tool in the justice system.
- Build a robust evidence base for coaching in the criminal justice system.
- Fortify Spark Inside's foundations.



# Our supporters and funders

We are grateful to the support of our funders and supporters every year, but this year more than ever, we have greatly valued the vital backing and care from our grant funders, who have been proactively flexible and understanding. Reaching out to us and offering reassurances about the funding allowed us to take the time to reflect and then innovate. Thank you to all of the grant-giving Trusts and Foundations who stood by us – you can see a list in the financial section.

We are equally thankful to our other supporters, friends and philanthropists, including the individuals that donated through our Big Give match-funding campaign at Christmas, which raised £58,642 to empower young people to thrive after prison. We were also delighted to receive a further donation from PWC for our work.

## Other ways you can support our work

In addition to making a financial donation, there are many ways you can support Spark Inside to coach young people in prison, such as:

- Donating meeting space for our team meetings
- Advocating for our work within your networks
- Introducing influential people to our work
- Hosting a fundraising event/dinner
- Inviting staff to deliver presentations and workshops about our work
- Providing pro-bono specialist services, including print/production and event support. For example, we are grateful to receive pro bono consultancy from Arnold & Porter LLP
- Donating new equipment and office supplies
- Donating advertising space
- Featuring articles within your publication/ newsletter/journal

# Statement of trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Disclosure of information to auditors

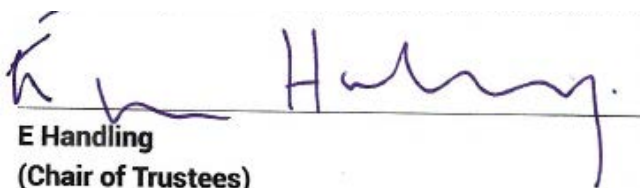
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

## Auditors

Kreston Reeves LLP was re-appointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

Approved by order of the members of the board of Trustees and signed on their behalf by:

  
E Handling  
(Chair of Trustees)

27/10/2022

Date

# Independent auditors' report

## OPINION

We have audited the financial statements of Spark Inside (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

# Independent auditors' report

## OTHER INFORMATION

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

### *Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the charity and sector, and through discussion with the trustees and other management (as required by auditing standards), we identified the principal risks of non-compliance with laws and regulations. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risk was related to posting inappropriate journal entries.

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non compliance with laws and regulations and fraud, and review of the reports made by management and;
- Assessment of identified fraud risk factors; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

# Independent auditors' report

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

# Independent auditors' report

## USE OF OUR REPORT

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Kreston Reeves LLP*

14 December 2022

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**Alison Jones FCA**  
**(Senior statutory auditor)**

Date:

*for and on behalf of*

**Kreston Reeves LLP**  
Chartered Accountants  
Statutory Auditor, Brighton

Kreston Reeves LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

# Statement of financial activities

(incorporating income and expenditure account) for the year ended 31 March 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	4	301,374	485,033	786,407	769,987
Charitable activities	5	46,420	-	46,420	14,546
Investments	6	1,697	-	1,697	2,282
Other income	7	-	-	-	21
		<u>349,491</u>	<u>485,033</u>	<u>834,524</u>	<u>786,836</u>
<b>Total income</b>					
<b>Expenditure on:</b>					
Raising funds	8	27,084	3,000	30,084	28,500
Charitable activities	9	248,346	460,160	708,506	641,774
		<u>275,430</u>	<u>463,160</u>	<u>738,590</u>	<u>670,274</u>
<b>Total expenditure</b>					
<b>Net income</b>					
Transfers between funds	18	74,061 (11,506)	21,873 11,506	95,934 -	116,562 -
		<u>62,555</u>	<u>33,379</u>	<u>95,934</u>	<u>116,562</u>
<b>Net movement in funds</b>					
<b>Reconciliation of funds:</b>					
Total funds brought forward		412,312	307,306	719,618	603,056
Net movement in funds		62,555	33,379	95,934	116,562
		<u>474,867</u>	<u>340,685</u>	<u>815,552</u>	<u>719,618</u>
<b>Total funds carried forward</b>					

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 34 to 55 form part of these financial statements

# Balance sheet

as at 31 March 2022

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	15	1,915	-
		<u>1,915</u>	<u>-</u>
<b>Current assets</b>			
Debtors	16	53,799	23,692
Cash at bank		803,071	734,278
		<u>856,870</u>	<u>757,970</u>
Creditors: amounts falling due within one year	17	(43,233)	(38,352)
		<u>813,637</u>	<u>719,618</u>
<b>Net current assets</b>			
		<u>815,552</u>	<u>719,618</u>
<b>Total assets less current liabilities</b>			
		<u>815,552</u>	<u>719,618</u>
<b>Total net assets</b>			
		<u><u>815,552</u></u>	<u><u>719,618</u></u>
<b>Charity funds</b>			
Restricted funds	18	340,685	307,306
Unrestricted funds	18	474,867	412,312
		<u>815,552</u>	<u>719,618</u>
<b>Total funds</b>		<u><u>815,552</u></u>	<u><u>719,618</u></u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



**J Lyseight (Treasurer)**

Date 27/10/2022

The notes on pages 34 to 55 form part of these financial statements

# Statement of cashflows

for year ended 31 March 2022

	2022 £	2021 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>69,251</b>	33,843
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>1,697</b>	2,282
Purchase of tangible fixed assets	<b>(2,155)</b>	-
<b>Net cash provided by investing activities</b>	<b>(485)</b>	<b>2,282</b>
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>	<b>68,793</b>	<b>36,125</b>
Cash and cash equivalents at the beginning of the year	<b>734,278</b>	698,153
<b>Cash and cash equivalents at the end of the year</b>	<b>803,071</b>	734,278

## GOVERNMENT GRANTS RECEIVED

Included within cashflow from operating activities is £3,234 (2021: £15,627) from HMRC in relation to the Coronavirus Job Retention Scheme.

The notes on pages 34 to 55 form part of these financial statements

# Notes to the financial statements

for year ended 31 March 2022

## 1. GENERAL INFORMATION

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The registered office and principal place of business of the charity is:

Unit 386  
Salisbury House  
London Wall  
London  
EC2M 5SQ

## 2. ACCOUNTING POLICIES

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spark Inside meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

### 2.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Whilst the continued and future impact of the COVID 19 pandemic has been assessed by the trustees, so far as is reasonably possible, due to its unprecedented impact on the worldwide economy it is difficult to evaluate with any certainty the potential outcomes on the charity's future activities. However, taking into consideration the charity's level of reserves, the trustees believe that the charity will be able to continue in operational existence for the foreseeable future.

### 2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

for year ended 31 March 2022

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

## 2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

## 2.5 Government grants

Grants of a revenue nature are recognised in the statement of comprehensive income in the same period as the related expenditure. During the year the company received assistance from the coronavirus job retention scheme.

## 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the Bank.

## 2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments.

# Notes to the financial statements

for year ended 31 March 2022

Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

## 2.7 Tangible fixed assets and depreciation *continued*

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Computer equipment	- 3 years straight line
CRM Software	- 3 years straight line

## 2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2.9 Cash at bank

Cash at bank includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation.

## 2.11 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## 2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

## 2.13 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

# Notes to the financial statements

for year ended 31 March 2022

## 2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 3. LIST OF GRANTS (LISTED IN ORDER OF DONATION DATE)

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
PHF Support	-	4,636	4,636
Highway One Trust	10,000	-	10,000
Leathersellers	10,000	-	10,000
Charities Trust - Prudential	1,500	1,500	3,000
Dawes Trust	60,000	-	60,000
City Bridge Trust	-	6,875	6,875
Paul Hamlyn Foundation	-	140,000	140,000
CHK Foundation	-	20,000	20,000
The Tolkien Trust	-	25,000	25,000
Aurum Charitable Trust	30,000	-	30,000
Barrow Cadbury	-	28,000	28,000
Groundworks	-	47,000	47,000
Treebeard Trust	20,000	-	20,000
Bernard Lewis Family Charitable Trust	30,000	-	30,000
Esmee Faribalm Foundation	60,000	-	60,000
Fidelity UK Foundation	-	67,622	67,622
The Listening Fund	-	23,400	23,400
Porticus Trust	-	45,000	45,000
Goldsmiths Company	35,000	-	35,000
<b>Total 2022</b>	<b>256,500</b>	<b>409,533</b>	<b>666,033</b>

# Notes to the financial statements

for year ended 31 March 2022

## 3. LIST OF GRANTS (LISTED IN ORDER OF DONATION DATE) CONTINUED

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Paul Hamlyn Foundation	20,000	125,364	145,364
Esmee Fairbairn	74,163	-	74,163
City Bridge Trust	-	28,125	28,125
Henry Smith Charity	-	50,000	50,000
Bernard Lewis	20,000	10,000	30,000
Big Lottery Fund	-	50,000	50,000
AB Charitable Trust	15,000	-	15,000
Fat Beehive	-	2,500	2,500
Colyer Fergusson	-	36,000	36,000
St James Place	-	79,169	79,169
PWC	-	10,000	10,000
Thomas Siverwright Catto Charitable Trust	1,000	-	1,000
Barrow Cadbury Trust	-	14,000	14,000
Blagrove Trust	-	23,000	23,000
Dawes Trust	60,000	-	60,000
Charles Hayward Foundation	-	1,667	1,667
Leathersellers	5,835	-	5,835
Goldsmiths Company	20,000	-	20,000
Ghandi	-	5,695	5,695
Total 2021	<u>215,998</u>	<u>435,520</u>	<u>651,518</u>

# Notes to the financial statements

for year ended 31 March 2022

## 4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Donations	101,640	15,500	<b>117,140</b>
Grants	196,500	469,533	<b>666,033</b>
Government grants	3,234	-	<b>3,234</b>
<b>Total 2022</b>	<b>301,374</b>	<b>485,033</b>	<b>786,407</b>
	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	102,842	-	102,842
Grants	215,998	435,520	651,518
Government grants	15,627	-	15,627
<b>Total 2021</b>	<b>334,467</b>	<b>435,520</b>	<b>769,987</b>

## 5. INCOME FROM CHARITABLE ACTIVITIES

	Restricted funds 2022 £	Total funds 2022 £
Charitable activities	46,420	<b>46,420</b>
	Restricted funds 2021 £	Total funds 2021 £
Charitable activities	14,546	14,546

# Notes to the financial statements

for year ended 31 March 2022

## 6. INVESTMENT INCOME

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Interest received	1,697	<b>1,697</b>

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Interest received	2,282	<b>2,282</b>

## 7. OTHER INCOMING RESOURCES

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Other income	-	<b>-</b>

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Other income	21	<b>21</b>

# Notes to the financial statements

for year ended 31 March 2022

## 8. EXPENDITURE ON RAISING FUNDS

### Costs of raising voluntary income

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Costs of raising voluntary income	27,084	3,000	<b>30,084</b>

	Unrestricted funds 2021 £	Total funds 2021 £
Costs of raising voluntary income	28,500	28,500

## 9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

### Summary by fund type

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Charitable activities	248,346	460,160	<b>708,506</b>

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Charitable activities	277,870	363,904	641,774

# Notes to the financial statements

for year ended 31 March 2022

## 10. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Charitable activities	618,283	90,223	<b>708,506</b>

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Charitable activities	555,237	86,537	641,774

### Analysis of direct costs

	Charitable activities 2022 £	Total funds 2022 £
Staff costs	449,993	<b>449,993</b>
Training and events	5,173	<b>5,173</b>
Coaching and programme	66,467	<b>66,467</b>
Evaluation	10,816	<b>10,816</b>
Marketing	15,736	<b>15,736</b>
Travel expenses	108	<b>108</b>
Rent and office costs	23,481	<b>23,481</b>
Sundry and subscriptions	10,995	<b>10,995</b>
User involvement costs	1,419	<b>1,419</b>
Subcontractor costs	23,490	<b>23,490</b>
Redundancy costs	10,605	<b>10,605</b>
	<b>618,283</b>	<b>618,283</b>

# Notes to the financial statements

for year ended 31 March 2022

## 10. ANALYSIS OF EXPENDITURE BY ACTIVITIES CONTINUED

	Charitable activities 2021 £	Total funds 2021 £
Staff costs	435,934	435,934
Training and events	4,862	4,862
Coaching and programme	36,814	36,814
Evaluation	7,477	7,477
Marketing	14,697	14,697
Travel expenses	28	28
Rent and office costs	12,344	12,344
Sundry and subscriptions	4,256	4,256
Subcontractor costs	25,002	25,002
Redundancy costs	13,823	13,823
	<u>555,237</u>	<u>555,237</u>

### Analysis of support costs

	Charitable activities 2022 £	Total funds 2022 £
Depreciation	240	240
Legal and professional	34,664	34,664
Recruitment	24,676	24,676
Computer costs	19,882	19,882
Insurance	3,055	3,055
Bank fees	102	102
Other staff costs	(39)	(39)
Licensing	73	73
Governance costs	7,570	7,570
	<u>90,223</u>	<u>90,223</u>

# Notes to the financial statements

for year ended 31 March 2022

## 10. ANALYSIS OF EXPENDITURE BY ACTIVITIES CONTINUED

### Analysis of support costs (continued)

	Charitable activities 2021 £	Total funds 2021 £
Depreciation	3,934	3,934
Legal and professional	12,435	12,435
Recruitment	7,605	7,605
Computer costs	28,981	28,981
Insurance	3,152	3,152
Bank fees	82	82
Other staff costs	17,111	17,111
Governance costs	13,237	13,237
	<u>86,537</u>	<u>86,537</u>

## 11. AUDITORS' REMUNERATION

	2022 £	2021 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<b>6,480</b>	6,120
Fees payable to the Company's auditor in respect of: All non-audit services not included above	<b>1,920</b>	997

## 12. STAFF COSTS

	2022 £	2021 £
Wages and salaries	<b>392,090</b>	378,008
Social security costs	<b>38,652</b>	37,393
Contribution to defined contribution pension schemes	<b>19,251</b>	20,533
	<u><b>449,993</b></u>	<u>435,934</u>

# Notes to the financial statements

for year ended 31 March 2022

## 12. STAFF COSTS CONTINUED

	2022 No.	2021 No.
Staff	8	8
Directors	10	9
	<u>18</u>	<u>17</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

In the band £80,001 - £90,000	1	1
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The 1 employee disclosed above is a Director of the Company.

### In 2022 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell Chief Executive, Luke Carey, Head of Service Delivery, appointed 1 February 2022, Tom Currie, Head of Impact and Innovation, appointed 1 December 2021, Louise Potter, Head of Communications and Advocacy, appointed 7 March 2022, Julia Ross, Head of Finance and Operations appointed 1 Jan 2022, Nic Shoults, Head of Finance and Resources, resigned 1 September 2021, Karen Graham, Head of Programmes, resigned 31 December 2021, Indy Cross, Head of Communications, resigned 20 January 2022.

### In 2021 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell, Chief Executive; Ihona Hirving, Head of Programme Operations to May 2020; Indy Cross, Head of Communications; Nic Shoults, Head of Finance and Resources and acting head of programmes from May 2020 to January 2021; Karen Graham, Head of programmes from January 2021 onwards.

These 8 (2021: 5) key management personnel received total aggregate remuneration of £246,935 (2021: £256,054) made up of salaries of £212,022 (2021: £219,874), employers national insurance £24,312 (2021: £24,128) and employers pension contributions of £10,601 (2021: £12,052).

## 13. TRUSTEES' REMUNERATION AND EXPENSES

### Directors' remuneration

	2022 No.	2021 No.
Directors' emoluments	78,390	78,000
Company contributions to defined contribution pension schemes	3,920	3,900
	<u>82,310</u>	<u>81,900</u>

During the year retirement benefits were accruing to 1 director (2021: 1) in respect of defined contribution pension schemes.

# Notes to the financial statements

for year ended 31 March 2022

## 14. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL)

## 15. TANGIBLE FIXED ASSETS

	Computer equipment £	CRM software £	Total £
<b>Cost or valuation</b>			
At 1 April 2021	9,682	11,800	21,482
Additions	2,155	-	2,155
At 31 March 2022	<u>11,837</u>	<u>11,800</u>	<u>23,637</u>
<b>Depreciation</b>			
At 1 April 2021	9,682	11,800	21,482
Charge for the year	240	-	240
At 31 March 2022	<u>9,922</u>	<u>11,800</u>	<u>21,722</u>
<b>Net book value</b>			
At 31 March 2022	<u>1,915</u>	<u>-</u>	<u>1,915</u>
At 31 March 2021	<u>-</u>	<u>-</u>	<u>-</u>

## 16. DEBTORS

	2022 £	2021 £
Trade debtors	2,936	-
Prepayments and accrued income	50,863	23,692
	<u>53,799</u>	<u>23,692</u>

# Notes to the financial statements

for year ended 31 March 2022

## 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	8,188	20,586
Other taxation and social security	12,662	11,782
Other creditors	2,519	5,355
Accruals and deferred income	19,864	72,222
	<u>43,233</u>	<u>109,945</u>
	2022 £	2021 £
Deferred income at 1 April 2021	4,636	56,529
Resources deferred during the year	-	4,636
Amounts released from previous periods	(4,636)	(56,529)
	<u>-</u>	<u>4,636</u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

# Notes to the financial statements

for year ended 31 March 2022

## 18. STATEMENT OF FUNDS

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Project specific designated funds	4,889	-	-	-	4,889
Office move	9,786	-	(2,147)	-	7,639
IT upgrade	5,085	-	(200)	-	4,885
	<u>19,760</u>	<u>-</u>	<u>(2,347)</u>	<u>-</u>	<u>17,413</u>
<b>General funds</b>					
General Funds - all funds	<u>392,552</u>	<u>349,491</u>	<u>(273,083)</u>	<u>(11,506)</u>	<u>457,454</u>
<b>Total Unrestricted funds</b>	<u>412,312</u>	<u>349,491</u>	<u>(275,430)</u>	<u>(11,506)</u>	<u>474,867</u>

# Notes to the financial statements

for year ended 31 March 2022

## 18. STATEMENT OF FUNDS CONTINUED

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Restricted funds</b>					
Bernard Lewis	23,231	-	(23,700)	469	-
Black Perspective	35,983	-	(10,934)	-	25,049
Groundworks	-	47,500	(27,977)	-	19,523
Big Give December	53,945	-	(1,137)	-	52,808
City Bridge Trust	347	6,875	(7,222)	-	-
Henry Smith	43,469	-	(43,469)	-	-
Hero's Journey™	-	1,500	(1,500)	-	-
Listening Fund	25,472	23,400	(23,649)	-	25,223
Paul Hamlyn Foundation	35,167	110,000	(97,745)	-	47,422
St James's Place Foundation	29,692	-	(29,692)	-	-
PHF Expert Support	-	34,636	(43,687)	9,051	-
Porticus	-	45,000	(14,639)	-	30,361
Tolkien Trust	-	25,000	(12,288)	-	12,712
Barrow Cadbury	14,000	28,000	(27,685)	-	14,315
Colyer Fergusson	36,000	-	-	-	36,000
Champions for Children	-	15,500	-	-	15,500
CHK Foundation	-	20,000	(20,000)	-	-
PWC	10,000	-	(100)	-	9,900
Dawes Trust	-	60,000	(61,986)	1,986	-
Fidelity	-	67,622	(15,750)	-	51,872
	<b>307,306</b>	<b>485,033</b>	<b>(463,160)</b>	<b>11,506</b>	<b>340,685</b>
<b>Total of funds</b>	<b>719,618</b>	<b>834,524</b>	<b>(738,590)</b>	<b>-</b>	<b>815,552</b>

# Notes to the financial statements

for year ended 31 March 2022

## 18. STATEMENT OF FUNDS CONTINUED

### Designated funds

Project specific designated funds - fund to ensure coaching in prisons was maintained for the financial year.

Office move - fund for office move.

IT upgrade - fund for IT upgrade.

### Restricted funds

**Bernard Lewis** - a fund from The Bernard Lewis Family Charitable Trust towards developing the expansion of our programmes via a social licensing or partnership approach.

**Black Perspective** - a fund for development of a culturally-specific version of our Hero's Journey™ life coaching programme for Black and Minority Ethnic young men in prison.

**Groundworks** - a fund from the London Community Response Fund to fund our community coaching programmes working with young people in contact with Youth Offending Services or criminal justice charities in London.

**Big Give** - a restricted fund for the project 'The Conversation'.

**City Bridge Trust** - a fund to contribute to infrastructure costs of the charity and to contribute to the salary of the Chief Executive.

**Henry Smith Charity** - a fund to contribute to the running costs of the charity including salaries of the management team.

**Hero's Journey™** - a fund (supported by multiple grant funders) for delivery of the Hero's Journey™ Life Coaching Programme in prisons.

**Listening Fund** - a fund from the Blagrove Trust's Listening Fund for development of mechanisms for listening to feedback and ideas from our participants.

**Paul Hamlyn Foundation** – a growth fund to support our strategic development and help fund our management team and an additional fund to support access to an Expert Support Package.

**St James Foundation** - a fund from the St James' Place Charitable Foundation to contribute to the salaries of Spark Inside's Service Delivery Managers.

**PHF Expert Support** - a fund to provide access to expert support and advice.

**Porticus** - a fund for the coaching of young people and staff based at HMPYOI ISIS.

**Tolkien Trust** – a fund from The Tolkien Trust to provide a life coaching programme for prison staff.

**Barrow Cadbury** – a three-year grant or our policy work to advocate for the wellbeing of young people in prison and to champion racial equity in the criminal justice system.

**Colyer-Fergusson** – a fund from Colyer Fergusson Charitable Trust for £36,000 per year for three years for work in HMP Cookham Wood.

# Notes to the financial statements

for year ended 31 March 2022

## 18. STATEMENT OF FUNDS CONTINUED

**Champions for Children** - two donations received in the year. £3,000 will help fund our work with young people affected by Covid and £12,500 will help us deliver our life coaching programmes to young people.

**CHK Foundation** - a grant towards the costs of delivering Hero's Journey coaching programme for young people under 25 in custody.

**PWC** – this is to fund our Hero's Journey™ Black Perspective pilot.

**Dawes Trust** - a fund from The Dawes Trust supporting the delivery and evaluation of our Hero's Journey coaching programmes.

**Fidelity** – a fund from Fidelity UK Foundation to support our impact and innovation work, including funding the salary cost of Head of Impact and Innovation.

### Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Coaching prison officers	12,000	-	(12,000)	-	-
Office move	11,000	-	(1,214)	-	9,786
IT upgrade	14,500	-	(9,415)	-	5,085
Recruitment of Chair	6,000	-	(7,200)	1,200	-
Project specific designated funds	-	60,000	(60,000)	4,889	4,889
	<u>43,500</u>	<u>60,000</u>	<u>(89,829)</u>	<u>6,089</u>	<u>19,760</u>

# Notes to the financial statements

for year ended 31 March 2022

## 18. STATEMENT OF FUNDS CONTINUED

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Restricted funds</b>					
Bernard Lewis	42,925	10,000	(34,481)	4,787	23,231
Black Perspective	57,481	-	(23,628)	2,130	35,983
Ghandi	9,499	5,695	(15,194)	-	-
Big Give December	58,803	-	(5,639)	781	53,945
City Bridge Trust	-	28,125	(27,778)	-	347
Henry Smith	9,866	50,000	(16,397)	-	43,469
Hero's Journey™	2,885	1,667	(4,552)	-	-
Listening Fund	2,472	23,000	-	-	25,472
Paul Hamlyn Foundation	30,000	125,364	(120,718)	521	35,167
St James Foundation	-	79,169	(51,215)	1,738	29,692
Care UK Feltham	(181)	9,546	(9,365)	-	-
Care UK Scrubs	(6,728)	5,000	-	1,728	-
Big Lottery	-	50,000	(50,000)	-	-
Barrow Cadbury	-	14,000	-	-	14,000
Colyer Ferguson	-	36,000	-	-	36,000
Fat Beehive	-	2,500	(4,937)	2,437	-
PWC	-	10,000	-	-	10,000
	207,022	450,066	(363,904)	14,122	307,306
<b>Total of funds</b>	603,056	786,836	(670,274)	-	719,618

# Notes to the financial statements

for year ended 31 March 2022

## 19. SUMMARY OF CURRENT YEAR

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	19,760	-	(2,347)	-	17,413
General funds	392,552	349,491	(273,083)	(11,506)	457,454
Restricted funds	307,306	485,033	(463,160)	11,506	340,685
	<u>719,618</u>	<u>834,524</u>	<u>(738,590)</u>	<u>-</u>	<u>815,552</u>

### Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	43,500	60,000	(89,829)	6,089	19,760
General funds	352,534	276,770	(216,541)	(20,211)	392,552
Restricted funds	207,022	450,066	(363,904)	14,122	307,306
	<u>603,056</u>	<u>786,836</u>	<u>(670,274)</u>	<u>-</u>	<u>719,618</u>

## 20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

### Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,915	-	1,915
Current assets	516,185	340,685	856,870
Creditors due within one year	(43,233)	-	(43,233)
<b>Total</b>	<u>474,867</u>	<u>340,685</u>	<u>815,552</u>
Current assets	438,309	319,661	757,970
Creditors due within one year	(25,997)	(12,355)	(38,352)
<b>Total</b>	<u>412,312</u>	<u>307,306</u>	<u>719,618</u>

# Notes to the financial statements

for year ended 31 March 2022

## 20. ANALYSIS OF NET ASSETS BETWEEN FUNDS CONTINUED

### Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Current assets	438,309	319,661	757,970
Creditors due within one year	(25,997)	(12,355)	(38,352)
<b>Total</b>	<b>412,312</b>	<b>307,306</b>	<b>719,618</b>

## 21 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net income for the year (as per Statement of Financial Activities)	<b>95,934</b>	116,562
<b>Adjustments for:</b>		
Depreciation charges	<b>240</b>	3,934
Dividends, interests and rents from investments	<b>(1,697)</b>	(2,282)
(Increase) in debtors	<b>(30,107)</b>	(12,778)
Increase/(decrease) in creditors	<b>4,881</b>	(71,593)
<b>Net cash provided by operating activities</b>	<b>69,251</b>	33,843

## 22. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Cash at bank	<b>803,071</b>	734,278
<b>Total cash and cash equivalents</b>	<b>803,071</b>	734,278

# Notes to the financial statements

for year ended 31 March 2022

## 23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank	734,278	68,793	803,071
	<u>734,278</u>	<u>68,793</u>	<u>803,071</u>

## 24. PENSION COMMITMENTS

The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £19,251 (2021: £20,533). At the balance sheet date there were contributions of £2,519. due to the fund (2021: £2,715).

## 25. OPERATING LEASE COMMITMENTS

At 31 March 2022 the Company had commitments to make future minimum lease payments under non- cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	<u>11,710</u>	<u>-</u>

## 26. CONTROLLING PARTY

The trustees who are also directors control the charity



**Follow us @Spark\_Inside**

To find out more about Spark Inside and the work we do,  
please visit our website or contact us below.

[www.sparkinside.org](http://www.sparkinside.org) | [team@sparkinside.org](mailto:team@sparkinside.org) | 020 3468 0706

Unit 386, Salisbury House, London Wall, London, EC2M 5SQ | Registered charity no. 1148420

**SPARK INSIDE**

England & Wales - Charity number 1148420

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# Accounts

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# ANNUAL REPORT & ACCOUNTS 2020-21

Trustees' report and financial statements  
for the year ending 31 March 2021



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*This year we reviewed and launched our fresh new Vision and Mission:*

## VISION

The futures of people affected by the criminal justice system are determined by their potential, not their past.

## MISSION

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

Registered number: 07984016  
Charity number: 1148420  
A company limited by guarantee

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# References

## Reference and administrative details of the Company, its trustees and advisers for the year ended 31 March 2021

<b>Trustees</b>	R Hooper, Chair (resigned 23 July 2020) T Akinlemibola, Treasurer (resigned 29 October 2020) R D Ferguson, Vice Chair M Conway T Currie K Imafidon H MacLellan S Davin (appointed 29 October 2020) J Lyseight, Treasurer (appointed 29 October 2020) E Handling, Chair (appointed 29 October 2020) S Ruddock (appointed 29 October 2020)
<b>Company registered number</b>	07984016
<b>Charity registered number</b>	1148420
<b>Registered office</b>	Free Churches Group 27 Tavistock Square London WC1H 9HH
<b>Chief executive officer</b>	Vicki Cardwell
<b>Independent auditors</b>	Kreston Reeves LLP Chartered Accountants Plus X Innovation Hub Lewes Road Brighton East Sussex BN2 4GL
<b>Bankers</b>	CAF Bank Ltd West Malling Kent ME19 4JQ
<b>Solicitors</b>	Arnold & Porter LLP Tower 42 25 Old Broad Street London EC2N 1HQ

# Trustees' report

The Trustees present their Annual report together with the audited financial statements of the Company for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.



# Welcome

## A Message from our Board Chair



As I reflect on my time at Spark Inside so far as the new Chair, I am so grateful to both present and former “Spark Insiders”, from our founder Baillie Aaron and our former Chair Roma Hooper and the legacy they created to the current Spark Inside team, who have shown such strength, commitment and ingenuity this year. It has been a pleasure getting to know the team, coaches, the Trustees and friends of Spark Inside, who have all made me feel really welcome and who all share my unwavering belief in the potential for coaching in the criminal justice system and in the need for meaningful rehabilitation.

As everyone has said many times over, these are unprecedented times which initially raised the fear that all delivery of our programmes would have to stop as prisons closed their doors. The team, however, quickly pivoted, ensuring that we continued to be able coach young people,

now in the community. We also extended our coaching programme to prison staff recognising the beneficial effects of coaching on the staff themselves but also the potential indirect benefits for those they look after in prison and for facilitating Spark Inside’s future reach within prisons and demonstrating the transformative effects of coaching to a new cohort of participants. The team also continued to drive forward our influencing work, to ensure that our income generation remained stable and spent time preparing for the future by finalising a new strategic plan. We have been able to celebrate some successes and have maintained a solid foundation to kick-start work next year, but we remain mindful of the complex prison environment, and the challenges that people living and working in prison face.

I want to take this opportunity to thank everybody that has supported us this year. To the grant funders, individual donors, advocates, friends and partners – my deepest thanks. The impact that we are able to make is because of you.

Coaching works. It’s transformative and it’s powerful. I’m delighted to be on this journey of embedding it in the criminal justice system, and I look forward to bringing others along with us.

**Erica Handling**  
**Chair, Board of Trustees**

# Welcome

## A Message from our CEO

In common with everybody else, lockdown has been one of the biggest challenges we've had to face – and as a small but mighty charity, we have drawn on the resilience and creativity of the team to continue unlocking potential and driving culture change in the justice system. Reaching young people, even when direct access to prisons stopped, was our first priority. Together, we fast-tracked our innovation and set up two new coaching programmes, with a team of determined life coaches at the heart. Coaching prison staff and coaching young people in the community are now part of our wider coaching offer to make even more of an impact.

It has also been an honour to be a part of the effort to publicly advocate for young people in prison, not only during the pandemic, but during the Black Lives Matter movement, working with others across the criminal justice system to shine a light on what really needs to change.

Ending this year with our new three-year strategic plan, and a new vision and mission in place, I am excited about what more we can achieve, as we navigate the new post-Covid world.

We believe in the potential of people in the criminal justice system and we know that coaching is a powerful tool to unlock it. Those with lived experience will continue to guide us in our decisions as we grow, and we are hugely grateful to our funders and supporters who have made our work possible.

**Vicki Cardwell**  
CEO



# Objectives and activities

## A. POLICIES AND OBJECTIVES

Spark Inside runs coaching programmes in prisons across London and the South East, to unlock the potential of those living and working in prison, encourage rehabilitation and change prison culture; to contribute towards a reduction in reoffending. We are one of the first organisations to take life coaching to 15-to-25-year-old young men in prison and to use systems coaching to bring together officers/staff and prisoners in UK prisons, and we have more recently taken our coaching offer into the community. Our expert coaches are qualified and trained professionals.

The Hero's Journey™ is our award-winning structured life coaching programme for young men in prison and 'through-the-gates' into the community, that encourages them to change their lives and create a crime-free future.

The Hero's Journey from a Black Perspective is our tailored life coaching programme, co-designed with young Black men with lived experience, that addresses the specific experiences of young Black men in the prison system, who are over-represented.

The Conversation is our award-winning systems coaching programme that brings together large groups of prison staff and prisoners in a facilitated group coaching process to enhance their relationships, improve empathy, and support sustained, positive cultural change on prison wings.

In addition to our coaching programmes, a core part of our work is our In-Prison Advisory Boards, which ensures young people in prison are listened to, as the experts, and help to shape our strategy, coaching programmes and our campaigns.

We also remain committed to working with parliamentarians and government officials to influence criminal justice policy, and shift the perception of people in prison, platforming their voices and highlighting their unlocked potential.

## COVID-19 AND INNOVATION

The Covid-19 pandemic resulted in us having to pause our coaching delivery in prisons due to lockdown and social distancing, which lasted all year. In order to use this time effectively (after reaching out to the young people in prison, to ensure they knew they weren't forgotten about), we began to innovate.

Inspired by a health-sector pilot where frontline healthcare staff received free coaching in the pandemic, Spark Inside took the decision to offer prison staff coaching during the lockdown. We wanted to both support staff working in prisons at this difficult time and, in turn, impact positively on young people in their care.

In addition, we pivoted our service to coach young people in the community, by establishing partnerships with Youth Offending Teams in London and other organisations, such as Leaders Unlocked. This work is growing and we will be expanding to work with young adults in contact with probation over the next three years.

We also designed digital coaching resources to reach young people in a Cookham Wood YOI, via laptops that were being trialled by the Ministry of Justice. This included an interactive, narrated PDF version of the Hero's Journey, animations and podcasts.

As well as innovating, the team ramped-up our communications and influencing work, to shine a light on prisons being in 'double lockdown' and the exacerbated issues that young people in prison faced during Covid-19.

## B. STRATEGIES FOR ACHIEVING OBJECTIVES

Although we aimed to deliver the final year's work from the three-year Business Plan, the year did not go as anybody expected. However, we are very proud of our achievements during the pandemic across the five strategic aims:

### **1 Innovation** – *create and pilot new programmes using coaching in prison*

We developed and piloted two new coaching programmes this year – Prison Staff Coaching and Community Coaching.

### **2 Influence** – *influence others to recognise and value coaching approaches in prison*

With a stronger emphasis on influencing this year, we recruited a Policy and Campaigns Manager to develop our policy function, in order to deliver campaigns to shift perception and policy. In support of this aim, we delivered our first online event ('In Conversation with Rory Stewart: Is there hope for our prisons?'), which was a huge success. We also strengthened key stakeholder relationships, gained some excellent media coverage and grew our social media following.

### **3 Reach** – *reach people in prison using coaching interventions, changing lives and achieving proof of impact*

We coached six young people in Cookham Wood and Isis Young Offender Institutions (YOIs) and through-the-gates this year (the fewest we've ever reached, due to the pandemic). When lockdown began, three of these young people (in YOI Isis) moved over to remote coaching in the community. Through our new community coaching programme (which was piloted towards the end of the year) we reached our first nine young people, coaching them remotely. We sent letters to 58 young people in prisons and reached 72 young people via 'Email a Prisoner'. We also reached young people around the country through a three-month Prison Radio campaign, voiced by our life coaches, giving messages of motivation and hope.

### **4 Replication** – *expand beyond our own delivery by inspiring and enabling others to deliver our proven coaching programmes motivated and sustainable organisation*

We have spent time this year nurturing the relationship with the Lincolnshire Action Trust (LAT), who were set to pilot the Hero's Journey life coaching programme at HMP Lincoln. The pilot has pushed to the next financial year due to pandemic, but our two lead coaches are ready, and our team has been working with the LAT prison-based team to ensure they are well-equipped to engage with the young people. We have revised our earlier plans for replication and are now pleased to be piloting a partnership approach. Spark Inside coaches will be delivering the programme, with our partners leading on engaging young people before and after the programme.

### **5 Sustainability** – *be a strong, motivated and sustainable organisation*

We recruited key members of the team, including a new Head of Programmes, and four new members of the Board, including our new Chair, Erica Handling, a new Treasurer, Josephine Lyseight and two former Board Fellows, who are now Trustees – Sophie Ruddock and Stephanie Davin. In addition, we launched our new three-year Strategic Plan (and subsequently began developing the new Business Plan), which includes our new Vision and Mission. Designed in collaboration with the Board and team, we are looking forward to getting back into prisons, with this new strategy.

# Objectives and activities

## CHALLENGES

Covid-19 presented the biggest challenge many organisations in the criminal justice system have ever experienced. Spark Inside, however, were able to respond quickly and creatively, ensuring that our pool of skilled coaches was able to make a meaningful difference to two different groups of people – prison staff and young people in the community.

Despite our achievements this year, due to the lockdown, we were sadly unable to:

- Coach our target number of 100 young people (via Hero's Journey and Hero's Journey from a Black Perspective)
- Pilot Hero's Journey at HMP Lincoln
- Access and therefore embed our In-Prison Advisory Boards, following the successful pilot
- Establish a new Champions programme with young people who have spent time in prison or who have come into contact with the criminal justice system, to shape our policy and advocacy work
- Conduct impact evaluations, due to a pause in delivery

**Our income has remained stable, as our grant funders were flexible and reassuring during the pandemic and we generated income via the Christmas Big Give fundraising campaign and individual donors.**

However, we lost the majority of our expected in-year commissioned income, and we were unable to attract as much new grant funding, as many Trusts and Foundations understandably prioritised their existing grantees. However, we were proactive in nurturing new partnerships in the year which have subsequently led to new commissioned income for 2021/22.

Finally, in addition to us not being able to fully evaluate impact (due to limited delivery), we remain in the same position as last year regarding obtaining our reoffending rate via the Ministry of Justice's 'Justice Data Labs' team. Our data has been submitted and we have received a timeline, which outlines that we can expect to receive our statistics by the end of 2021.

# Activities undertaken to achieve objectives

## HERO'S JOURNEY™

Our innovative and award winning Hero's Journey™ programme for 15-to-25-year-old young men builds their motivation to create a positive future-self, away from crime, reducing in-prison violence, and contributing towards a reduction in reoffending post release.

It is a structured life coaching programme, consisting of group workshops for up to eight young people, followed by one to-one coaching sessions. The coaching sessions start in prison and can continue in the community on participants' release through-the-gates. Our life coaches don't tell participants what to do; instead the young people are empowered to make different choices for themselves.

Hero's Journey life coaching has been proven to improve vital life skills, such as confidence, decision making, problem-solving, resilience and empathy, as well as participant wellbeing and future outlook.

## HERO'S JOURNEY FROM A BLACK PERSPECTIVE

Co-designed with young black men with lived experience of prison, this programme was adapted to address the specific experiences of young black men in the prison system. Three of our specially-trained coaches delivered a successful pilot in HMPYOI Isis before the Covid-19 crisis, and anecdotally, we know that the young men found it hugely impactful and were eager to sign up.

This year, we have been unable to complete the pilot, but are ready to re-start the pilot at the end of lockdown. To support this area of work, we have been helping to shine a light on racial disparity in the criminal justice system, through our influencing and advocacy work.

### Our key achievements this year include:

- **Hero's Journey review conducted, to launch a new and improved version**
- **HMP Lincoln pilot ready**
- **Two new coach supervisors recruited**
- **Virtual taster sessions with two Youth Offending Teams delivered**
- **Hero's Journey digital coaching resources produced and delivered to Cookham Wood YOI**



# Activities undertaken to achieve objectives

## THE CONVERSATION

A safe and decent prison environment provides the foundation for people in prison to turn their lives around, making them less likely to reoffend. Our systems coaching programme, The Conversation focuses on creating systemic change in prison, where large groups of prison staff and prisoners come together to build a more rehabilitative prison environment.

The Conversation promotes positive interactions between prisoners and prison staff. It has been proven to improve their empathy, understanding, and ultimately, their relationship and wing culture. Importantly, it also helps to improve the wellbeing and job satisfaction of prison staff.

The programme gives all people living and working in a prison wing a voice and creates the space for open and honest conversations about how daily life can improve for everyone. Prisoners and prison staff decide what issues they want to prioritise and commit to solving them together during the workshops, ending with tangible actions that they can implement.

We paused the delivery of the programme after feedback, primarily from The Conversation participants in prison, showed that there were aspects of the programme that needed to change. We have begun the process of a full review, so that we can redesign the content and pilot an upgraded and more effective version of The Conversation in the next financial year.



# New programmes

## PRISON STAFF COACHING

We have delivered two phases of our new prison staff coaching programme at HMP Wormwood Scrubs, HMPYOI Isis and Cookham Wood YOI. The clients held various job titles (both operational and non-operational) and had worked in the prison service for a wide variety of time – from someone who had recently completed training to someone with over 20 years of service.

Over 150 hours of coaching has been provided by Spark Inside coaches to prison staff, of which 81% completed their coaching sessions. An impressive 94% of clients reported making progress in their lives and surveys showed that every client (100%) said they would recommend coaching for people living or working in prison.

Furthermore, some staff reported that the coaching had impacted on the way they work in prisons, and directly on their interactions and support for people who live in prison. We are delighted that our coaching clients in the next financial year includes three prison Governors.

## COMMUNITY COACHING

This year we initiated collaborations with partner organisations and statutory bodies in the community to offer coaching to young people at risk of entering prison and those on release from prison.

We secured partnerships with four London Youth Offending Teams – Southwark, Newham, Lewisham and Greenwich, and have started delivering coaching to young people as we pilot and then build on this new approach.

We have also started delivering coaching (remotely) with Leaders Unlocked, who give young adults and service users a stronger voice on criminal justice reform. Finally, we developed a partnership with The Forward Trust (who empower people to break the cycles of addiction or crime to move forward with their lives), to deliver coaching to young adults in the community who are under probation supervision. This will commence in the next financial year. This partnership, commissioned by the Ministry of Justice, will enable our Hero's Journey programme to be run in the community on a sustainable basis for the next three years.

## MAIN ACTIVITIES UNDERTAKEN TO FURTHER THE COMPANY'S PURPOSES FOR THE PUBLIC BENEFIT

Our main activities and who we try to help are described on pages 10-12. All our charitable activities focus on the encouragement of rehabilitation and contribution towards a reduction in reoffending through the running of coaching programmes in prisons. Spark Inside provides coaching to young people aged 15 to 25 in prisons and in the community who are in contact with the criminal justice system. The services are provided in London and the South East.

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit in setting the Charity's objectives and activities.

## OUR IMPACT

Understanding our impact is at the very heart of what we do. Although we have not delivered our core coaching programmes due to the pandemic this year, we are pleased to have ongoing evidence of the change our coaching makes, including for our new programmes. In the next financial year, when we have re-started our coaching programmes in prisons, and we can independently and externally evaluate our established and new programmes, we will provide full impact reports. For this year, we are delighted with the following feedback from clients who have participated in our programmes:

"This has all translated into me being better at my job also, which is so important when working in a stressful environment."

~ Prison Officer

"I've learned how to manage myself and be more positive."

~ Prison Officer

"My experience of life coaching is that it builds people's ability to change, and helps them make better choices, in a way that just forcing the 'right' answer down someone's throat doesn't. It also teaches you how to lead through behaving in a particular way, rather than just telling people what to do. That's really important in a prison because you need to have more than one approach in your locker! But it takes time, and an investment to build that sort of relationship with someone. I've actually decided to pursue training as a life coach because I've seen first-hand how effective this way of working with people can be." ~ James Kurszewski, Prison Officer

"My coach would ask me questions to probe me and to have conversations that I needed to get off my chest. I was holding it in for so long. Coaching felt good, much better. My head had been all over the place and I wanted to get my head right. I had so much stress going on and I didn't talk to anyone about it. Where I feel coaching helps because you're not being given the answers but asked questions to find the answers yourself. The Hero's Journey™ has made me more determined to go for my goals. It has changed my thought process as before it was irrational and now it is a more well thought out process."

– Hero's Journey participant

"It made me a bit more confident. It gave me self-value and self-worth. It did change me. It made me think and not to think impulsively. To not rush into or out of things. Just to take your time. It's trying to help, to open your eyes to things you might not have seen, open your eyes to new things." ~

Hero's Journey participant

"This is a very remarkable programme that is doing fantastic work which has been properly validated to have a real impact."

~ Rory Stewart, Former Minister of State for Prisons (2018 - 2019)

"I came up with ideas myself to know where I am and where I want to be. It wasn't like a normal teaching method. He doesn't tell you what you should do, he gives you little pushes to see what ideas you have, what skillset you have so basically what you want to do in your life. We discuss how to create a business plan as I want to start my own business. I want to bring my qualifications into my business plan to build an empire." ~ Hero's Journey participant

"Before I didn't listen... Now I listen and play it out in my head. I've learned how to use the Hero's Journey™ pattern. It helps confirm what is the right thing to do. When I've got a situation, I will check the pattern and see if I am going backwards or forwards. I run the test in my head and play it out how things might go.

I think I now will be a lot more patient;  
I believe in the process and see it through.  
My thinking pattern has changed."

~ Hero's Journey participant

"I coach young men in prisons so that they feel empowered and are given the tools to develop a growth mindset, helping them to turn their lives around. Like all of the team, I was deeply saddened by having to pause the coaching programmes due to the national lockdown. So, when Spark Inside made the decision to stand with the prison staff and support these essential key workers by offering them life coaching sessions, I was at the front of the sign-up queue. In fact, all of Spark Inside's life coaches wanted to take part, in solidarity with those who continue to put their lives on the line."

~ Spark Inside Life Coach, Dorottya Szuk



"There's no doubt about it that working in the prison system is challenging, but it is always immensely rewarding. It is a powerful and humbling moment when clients realise that their past does not define them and they have the power to take control of the possibilities in their future."

~ Mark Bixter, Hero's Journey™ coach

# Achievements and performance

## FACTORS RELEVANT TO ACHIEVE OBJECTIVES

This year Spark Inside placed an even greater emphasis on strengthening our influencing activity, so that we are able to advocate effectively for the people in prison, during a pause on prison delivery.

## POLICY AND ADVOCACY

We seek change both through direct engagement with Government and through collaborating with sector partners. During the course of the year we met a range of political and policy stakeholders, including Ministry of Justice officials responsible for key outcomes, including reducing reoffending, prisoner outcomes, resettlement, and racial disparity. Through our work on a number of voluntary sector membership forums, we have influenced policy impacting young people in prisons and the wider criminal justice system. For example, our work with the Youth Justice Board's voluntary and community sector leadership group and Youth Advisory Network and our Chief Executive Vicki Cardwell's position on the Reducing Reoffending Third Sector Advisory Group for Covid-19 led by Clinks. Our engagement with these bodies allows us to influence systems, as well as individuals and institutions.

In September, as part of a coalition with four other small, specialist charities supporting resettlement, we called on Government to improve provision for prison leavers, including by increasing the prison leavers discharge grant. Following wider lobbying work by the criminal justice voluntary sector, the grant was increased in for the first time in 25 years. In August, we joined a coalition led by the Revolving Doors Agency that included Police and Crime Commissioners, academics and voluntary sector organisations calling for a smarter criminal justice system; the campaign received national media coverage, spurring debate on a critical topic. In addition, we delivered high-quality written briefings to members of the House of Commons Justice Select Committee, developing relationships with key political stakeholders and building our profile as a credible, critical friend to decision-makers.



# Achievements and performance

## EVENTS

A particular highlight this year was our event activity, which included hosting our very first event online. During 'In Conversation with Rory Stewart: Is there hope for our prisons?' we talked to the former prisons minister about his concerns about prisoners being out of sight and out of mind, and the resulting need for Government to lead public opinion on investing in prisons. The event was watched by 362 people and involved a lively Q&A session and lots of social media interactions, setting the tone for more Spark Inside hosted events next year to help increase profile and influence.

We also took part in our very first 'Digital Think-In', where our CEO joined Frances Crook, Chief Executive of the Howard League for Penal Reform, and others, to discuss what a world without prisons would be like. Vicki used the opportunity to highlight to the audience of almost 100 people the challenges faced by young people in prison during Covid-19.

In addition, our Head of Programmes and a Spark Inside life coach hosted a session on coaching in prisons at the Unlocked Graduates Conference. During this online session the graduates were told more about how coaching can transform the culture in prisons, and gave an insight into the mindsets of those living and working there. The attendees were particularly interested to hear about how our new prison staff coaching programme could help them reflect, and develop personally and professionally.

## PRESS AND DIGITAL MEDIA

The media coverage this year was primarily to advocate for young people in prison during the pandemic, including: two articles in Byline Times by our CEO about the effects of lockdown on people remaining in prison and how we can keep hope alive; a published letter in The Telegraph about worrying inspection reports from three UK prisons during COVID-19; an opinion piece for The Justice Gap describing the unique moment of opportunity we are at for a lasting change in prisons; and an article in Children & Young People Now about our new community life coaching programme.

Social media activity grew this year by an impressive amount: Twitter followers increased by almost 25%, with impressions up by almost 70% since last year. LinkedIn followers increased by over 35% and Instagram followers increased by over 131%. We have a strong foundation to build our advocacy work next year.



## GOING CONCERN

As we emerge from COVID-19, we have an established model of coaching delivery in the community and online, enabling us to fulfil our mission during periods of restrictions. We will retain these innovations, and have secured new forms of grant and contract income to deliver this work in 2021/22. We are also returning to prisons; and will be running our full Hero's Journey programme in HMP Lincoln in July 2021.

Our commissioned income was impacted in 2020/21 dropping to only 2% of our income (from a predicted 5%). However, we have seen this income begin to rise, as new commissioning opportunities emerge, and have secured a new contract with the Forward Trust to deliver Hero's Journey on the community over the new 3 years.

Spark Inside is primarily grant-funded and this income stream has remained largely stable. We have attracted new funders this year including the National Lottery Community Fund, PWC and the Barrow Cadbury Trust. Several of our funds are multi-year offering us some stability. At this point, we do not anticipate COVID-19 will impact further on our ability to fundraise from grants and foundations.

All staff have been returned from furlough as we start to see our delivery levels increase. All of our coaches are freelance and therefore they are only paid for coaching work they undertake, thus enabling the charity to manage its finances effectively as we manage ongoing uncertain delivery, flexing our costs to match our delivery.

After assessing the impact of COVID-19, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

## RESERVES POLICY

It is the aim of the Trustees to hold reserves on the unrestricted general fund equivalent to between three to six months of operating expenditure (based on budgeted expenditure for the following year). Any reserves on restricted funds are set aside to fund the specific project or programmes for which the funds were granted. It is common for income to be received in one year, yet programme expenditure straddle several years. Reserves for restricted funds therefore represent monies for programmes that are currently on-going or due to start. In the unlikely event that at the end of the programme a surplus exists we will contact the donor to confirm whether funds should be returned or whether they can be re-designated.

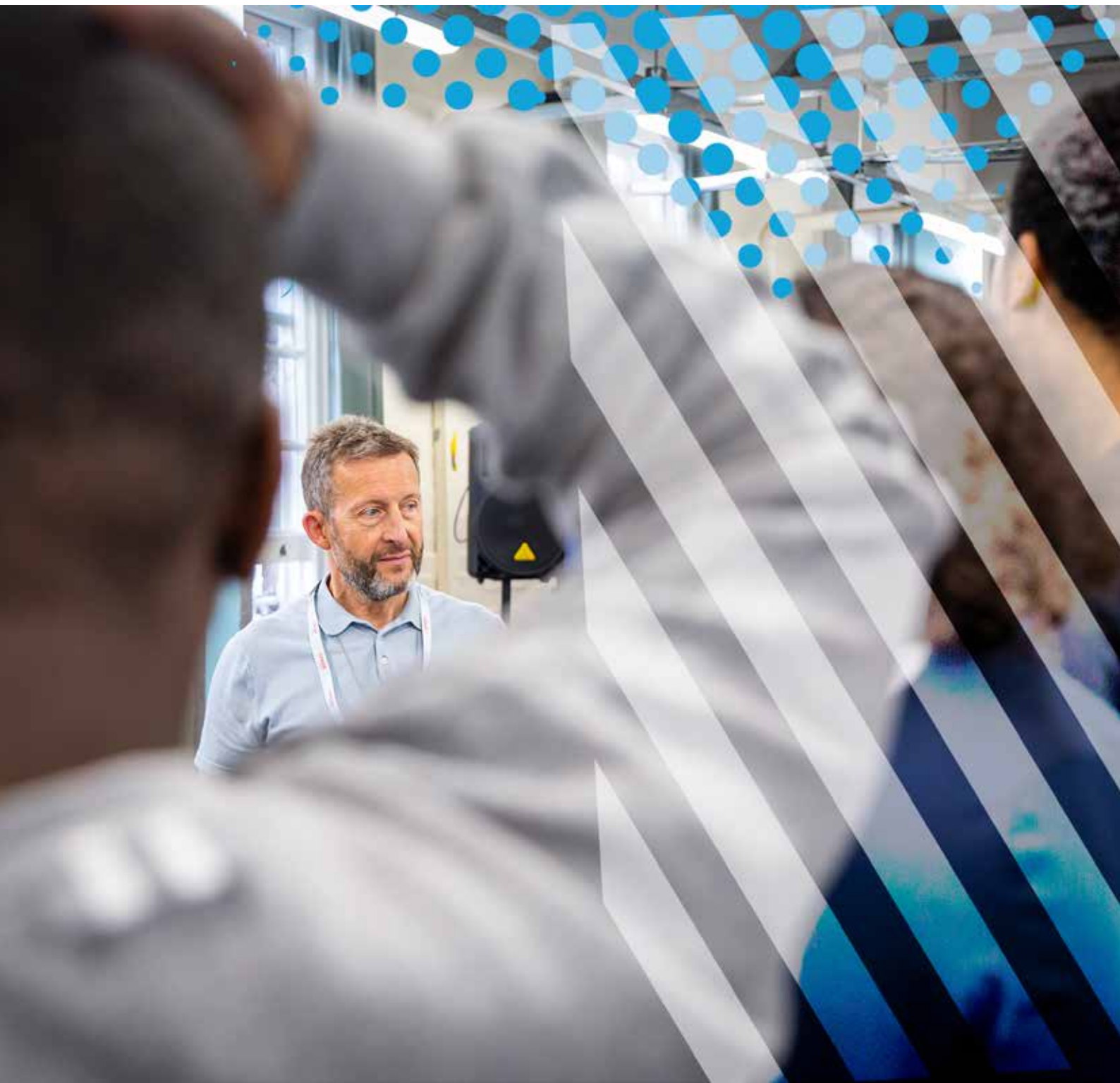
Unrestricted funds amounted to £412,312 at the year end (2020: £396,034) including unrestricted designated funds of £19,760 (2020: £43,500). The free reserves of Spark Inside consist of those reserves which aren't already tied up to other costs and are freely available for the general purposes of the charity. The free reserves at 31 March 2021 amounted to £392,552 (2020: £348,600). The free reserves at the year end represented 5 months' reserves based on budgeted expenditure for the following year. Restricted funds amounted to £307,306 at the year end (2020: £207,022). These are held in order to further the charity's objectives; descriptions of these can be found in note 17 to the accounts.

## OVERALL REVIEW OF ACTIVITIES

The statement of financial activities is shown on page 30. The surplus for the year was £116,562 (2020: £148,859) and net assets amounted to £719,618 (2020: £603,056) at the year end. The net assets were made up of: restricted funds of £307,306, designated funds of £19,760 and general unrestricted funds of £392,552.

## CONTRACTED INCOME POLICY

Wherever a contract is completed and there are funds remaining, any outstanding funds are transferred to unrestricted general funds, if the donor approves such a transfer.



# Structure, governance and management

## A. CONSTITUTION

Spark Inside is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/02/2012.

The company is constituted under a Memorandum of Association dated 24/02/2012 and is a registered charity number 1148420.

## B. METHODS OF APPOINTMENT OR ELECTION OF TRUSTEES

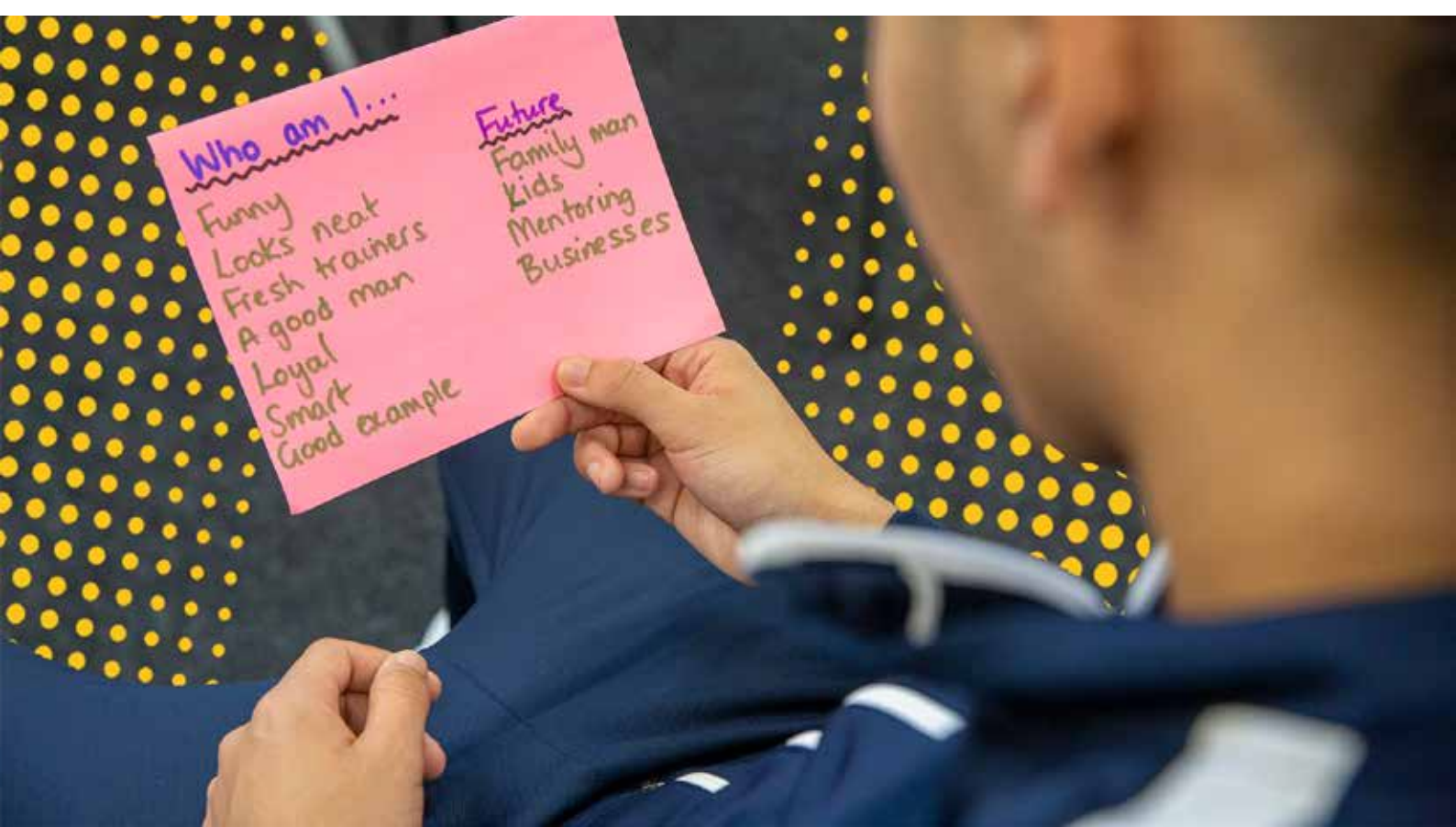
Board members are appointed by majority vote for three-year terms. They can be re-appointed once, by majority vote.

## C. ORGANISATIONAL STRUCTURE AND DECISION-MAKING POLICIES

In March 2021 Spark Inside had 9 Trustees. There are three Board Committees: the Finance Committee, the Programmes Committee and the Philanthropy Board.

Spark Inside has a delegation of authority policy in place which outlines how the charity makes decisions. The policy covers decision making in all areas of the charity, clarifying which decisions are reserved to the board and the scope of decisions are delegated to the Chief Executive. In addition, the charity has a Finance Policy which sets out limits and conditions whereby the Chief Executive and senior staff are authorised to commit the charity to incur expenditure within the approved annual budget plan.

Spark Inside's Trustees have a fiduciary responsibility for Spark Inside and provide strategic oversight and direction. Trustees are volunteers and receive no remuneration or financial benefits. They convene every three months for Board meetings. Trustees are recruited through a range of methods including online advertising on Trustee recruitment websites.



# Structure, governance and management

## D. POLICIES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES

Trustees are introduced to the work of the charity through meetings with staff and taking part in a taster session of The Hero's Journey™. New Trustees have an induction day run by the Senior Leadership Team and other Trustees. An induction pack containing the Memorandum and Articles of Association, strategy, vision, mission, budgets and other relevant information including minutes of recent Trustees' meetings is provided.

In an effort to maintain the broad skills mix, a review is regularly undertaken to ensure that should a member resign, an appropriate replacement is found. All Trustees are appraised by the Chair on a biennial basis.

## E. PAY POLICY FOR KEY MANAGEMENT PERSONNEL

An annual Remuneration Committee is held to review staff pay and proposed increases. The Remuneration Committee is made up of the Trustees who sit on the Finance Committee, plus the Chair. The CEO submits a proposal to the Remuneration Committee with recommendations for salary increases in line with salary bandings.

## F. RISK MANAGEMENT

Trustees have implemented a risk management strategy that comprises:

- A quarterly review by the Trustees of the risks that the charity may face
- A monthly review by the Senior Management Team
- The establishment of systems and procedures, designed to minimise any potential impact on the charity should any of those risks materialise



# Our priorities for the future

With our new Strategic Plan in place for 2012-2024, we have a solid direction of travel and a skilled and passionate team to deliver our crucial coaching and advocacy work. Our ambition for Spark Inside over the next three years is to grow both the reach of our work, and the impact we have on individuals, institutions and the justice system.

## VISION

The futures of people affected by the criminal justice system are determined by their potential, not their past.

## MISSION

We use coaching to unlock the potential of individuals and drive culture change in the criminal justice system so that rehabilitation is possible.

## AIMS

- Increase the number of young people who access coaching at more points on their journey.
- Change prison culture through coaching people who work and live there.
- Champion coaching as a transformational tool in the justice system.
- Build a robust evidence base for coaching in the criminal justice system.
- Fortify Spark Inside's foundations.



## PRIORITIES FOR 2021-22

- Embed our in-prison advisory boards into Spark Inside core work, ensuring voices of young people in prisons shape all of our work and co-design new programmes.
- Deliver our reviewed version of the Hero's Journey programme.
- Undertake research and scope the potential for a 'peer to peer' coaching programme in prisons.
- Review and establish our coaching prison staff scheme.
- Coach over 100 people this year through our two existing coaching programmes, plus a specialist version of our Hero's Journey™ focusing on young Black men.
- Review and establish our work with partner organisations and statutory bodies in the community to offer coaching to young people at risk of entering prison and on release.
- Pilot and evaluate the Hero's Journey™ at HMP Lincoln with Lincolnshire Action Trust.
- Continue to influence public perception and prison policy through our wider comms and influencing work, including events and stakeholder engagement.
- Advocate for the wellbeing of young people in prison and racial equity in the criminal justice system.
- Implement media and social media strategy – increase our profile and make case for rehabilitation and coaching as an approach.
- Establish a new Champions programme with young people formerly in prison to shape our policy and advocacy work; amplify young people's voices.
- Engage new donors, supporters and influencers.
- Maintain funder relationships and continuing our outreach to potential new funders.
- Invest in business development function and seek to increase our commissioned income in a sustainable way.
- Further strengthening our organisational infrastructure and improve our monitoring, CRM and office systems.

# Our supporters and funders

We are grateful to the support of our funders and supporters every year, but this year more than ever, we have greatly valued the vital backing and care from our grant funders, who have been proactively flexible and understanding. Reaching out to us and offering reassurances about the funding allowed us to take the time to reflect and then innovate. Thank you all of the grant-giving Trusts and Foundations who stood by us – you can see a list in the financial section.

We are equally thankful to our other supporters, friends and philanthropists, including the individuals that donated through our Big Give match-funding campaign at Christmas, which raised £57,793 to help young people in and on release from prison to build brighter futures for themselves as they recover from the impact of the pandemic. We were also delighted to receive donations from new supporters, including a \$65,000 donation from Jefferies Financial Group, and we aim to strengthen relationships with these generous individuals and organisations in a more structured way.

## Other ways you can support our work

In addition to making a financial donation, there are many ways you can support Spark Inside to coach young people in prison, such as:

- Advocating for our work within your networks
- Introducing influential people to our work
- Hosting a fundraising event/dinner
- Inviting staff to deliver presentations and workshops about our work
- Providing pro-bono specialist services, including print/production and event support. For example, we are grateful to receive pro bono consultancy from Arnold & Porter LLP
- Donating new equipment and office supplies
- Donating advertising space
- Featuring articles within your publication/ newsletter/journal

# Statement of trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Disclosure of information to auditors

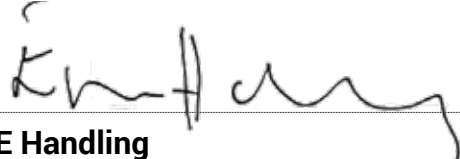
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

## Auditors

Kreston Reeves LLP was re-appointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**E Handling**  
(Chair of Trustees)

20 September 2021

**Date**

# Independent auditors' report

## OPINION

We have audited the financial statements of Spark Inside (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance Sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

# Independent auditors' report

## OTHER INFORMATION

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

### *Capability of the audit in detecting irregularities, including fraud*

Based on our understanding of the charity and sector, and through discussion with the trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risk was related to posting inappropriate journal entries to increase revenue or reduce expenditure.

Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management and;
- Assessment of identified fraud risk factors; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

# Independent auditors' report

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Kreston Reeves LLP*

12 October 2021

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**Alison Jones FCA )**  
**(Senior statutory auditor)**  
*for and on behalf of*  
Kreston Reeves LLP  
Chartered Accountants  
Statutory Auditor, Brighton

Date:

# Statement of financial activities

(incorporating income and expenditure account) for the year ended 31 March 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies	4	334,467	435,520	769,987	888,414
Charitable activities	5	-	14,546	14,546	45,454
Investments	6	2,282	-	2,282	5,712
Other income	7	21	-	21	252
		<b>336,770</b>	<b>450,066</b>	<b>786,836</b>	<b>939,832</b>
<b>Expenditure on:</b>					
Raising funds	8	28,500	-	28,500	30,458
Charitable activities	9	277,870	363,904	641,774	760,515
		<b>306,370</b>	<b>363,904</b>	<b>670,274</b>	<b>790,973</b>
<b>Net income</b>					
Transfers between funds	17	30,400 (14,122)	86,162 14,122	116,562 -	148,859 -
		<b>16,278</b>	<b>100,284</b>	<b>116,562</b>	<b>148,859</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		396,034	207,022	603,056	454,197
Net movement in funds		16,278	100,284	116,562	148,859
		<b>412,312</b>	<b>307,306</b>	<b>719,618</b>	<b>603,056</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 25 to 46 form part of these financial statements

# Balance sheet


as at 31 March 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	14	-	3,934
		<u>-</u>	<u>3,934</u>
<b>Current assets</b>			
Debtors	15	23,692	10,914
Cash at bank		734,278	698,153
		<u>757,970</u>	<u>709,067</u>
Creditors: amounts falling due within one year	16	(38,352)	(109,945)
<b>Net current assets</b>		<u>719,618</u>	<u>599,122</u>
<b>Total assets less current liabilities</b>		<u>719,618</u>	<u>603,056</u>
<b>Total net assets</b>		<u><u>719,618</u></u>	<u><u>603,056</u></u>
<b>Charity funds</b>			
Restricted funds	17	307,306	207,022
Unrestricted funds	17	412,312	396,034
<b>Total funds</b>		<u><u>719,618</u></u>	<u><u>603,056</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



20/09/2021

**J Lyseight**  
(Treasurer)

Date

The notes on pages 25 to 46 form part of these financial statements

# Statement of cashflows

for year ended 31 March 2021

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	33,843	86,410
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	2,282	5,712
<b>Net cash provided by investing activities</b>	2,282	5,712
<b>Cash flows from financing activities</b>		
Net cash provided by financing activities	-	-
<b>Change in cash and cash equivalents in the year</b>	<b>36,125</b>	<b>92,122</b>
Cash and cash equivalents at the beginning of the year	698,153	606,031
<b>Cash and cash equivalents at the end of the year</b>	<b>734,278</b>	<b>698,153</b>

## GOVERNMENT GRANTS RECEIVED

Included within cashflow from operating activities is £15,627 from HMRC in relation to the Coronavirus Job Retention Scheme.

The notes on pages 25 to 46 form part of these financial statements

for year ended 31 March 2021

## 1. GENERAL INFORMATION

The charity is a private company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The registered office and principal place of business of the charity is:

Free Churches Group  
27 Tavistock Square  
London  
WC1H 9HH

## 2. ACCOUNTING POLICIES

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spark Inside meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

### 2.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Whilst the continued and future impact of the COVID 19 pandemic has been assessed by the trustees, so far as is reasonably possible, due to its unprecedented impact on the worldwide economy it is difficult to evaluate with any certainty the potential outcomes on the charity's future activities. However, taking into consideration the charity's level of reserves, the trustees believe that the charity will be able to continue in operational existence for the foreseeable future.

### 2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

for year ended 31 March 2021

## 2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

## 2.5 Government grants

Grants of a revenue nature are recognised in the statement of comprehensive income in the same period as the related expenditure. During the year the company received assistance from the coronavirus job retention scheme.

## 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the Bank.

## 2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

for year ended 31 March 2021

## 2.7 Tangible fixed assets and depreciation *continued*

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Computer equipment	- 3 years straight line
CRM Software	- 3 years straight line

## 2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2.9 Cash at bank

Cash at bank includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation.

## 2.11 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## 2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

## 2.13 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

# Notes to the financial statements

for year ended 31 March 2021

## 2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 3. LIST OF GRANTS (LISTED IN ORDER OF DONATION DATE)

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Paul Hamlyn Foundation (£4,636 deferred to 21/22)	20,000	125,364	145,364
Esmee Fairbairn	74,163	-	74,163
City Bridge Trust	-	28,125	28,125
Henry Smith Charity	-	50,000	50,000
Bernard Lewis	20,000	10,000	30,000
Big Lottery Fund	-	50,000	50,000
AB Charitable Trust	15,000	-	15,000
Fat Beehive	-	2,500	2,500
Colyer Fergusson	-	36,000	36,000
St James Place	-	79,169	79,169
PWC	-	10,000	10,000
Thomas Sivewright Catto Charitable Trust	1,000	-	1,000
Barrow Cadbury Trust	-	14,000	14,000
Blagrove Trust	-	23,000	23,000
Dawes Trust	60,000	-	60,000
Charles Hayward Foundation	-	1,667	1,667
Leathersellers	5,835	-	5,835
Goldsmiths Company	20,000	-	20,000
Ghandi	-	5,695	5,695
<b>Total 2021</b>	<b>215,998</b>	<b>435,520</b>	<b>651,518</b>

# Notes to the financial statements

for year ended 31 March 2021

## 3. LIST OF GRANTS (LISTED IN ORDER OF DONATION DATE) CONTINUED

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Dawes Trust	60,000	-	60,000
Bernard Lewis	-	74,229	74,229
Blagrave Trust	-	20,000	20,000
Comic Relief	-	2,917	2,917
Futures Lab	-	26,531	26,531
City Bridge Trust	-	37,500	37,500
Triangle Trust	22,084	-	22,084
Paul Hamlyn Foundation	100,000	30,000	130,000
Esmee Fairbairn (£4,163 deferred to 20/21)	50,420	-	50,420
Charles Hayward Foundation (£1,667 deferred to 20/21)	-	20,000	20,000
AB Charitable Trust	15,000	-	15,000
Garfield Weston	-	50,000	50,000
Henry Smith Charity (£10,000 deferred to 20/21)	-	40,000	40,000
29th May 1961 Charitable Trust	5,000	-	5,000
Leathersellers (£5,835 deferred to 20/21)	9,998	-	9,998
DCR Allen Trust	4,000	-	4,000
Thomas Sivewright Catto Charitable Trust	750	-	750
Prudential PLC	1,500	-	1,500
St James Place (£29,169 deferred to 20/21)	-	49,997	49,997
Tony and Sheelagh Wiliam Trust	10,000	-	10,000
Goldsmiths Company	20,000	-	20,000
Highway One Trust	10,000	-	10,000
Ghandi (£5,695 deferred to 20/21)	-	68,333	68,333
<b>Total 2020</b>	<b>308,752</b>	<b>419,507</b>	<b>728,259</b>

# Notes to the financial statements

for year ended 31 March 2021

## 4. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	102,842	-	102,842
Grants	215,998	435,520	651,518
Government grants	15,627	-	15,627
<b>Total 2021</b>	<b>334,467</b>	<b>435,520</b>	<b>769,987</b>
	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Donations	93,218	66,937	160,155
Grants	308,752	419,507	728,259
<b>Total 2020</b>	<b>401,970</b>	<b>486,444</b>	<b>888,414</b>

## 5. INCOME FROM CHARITABLE ACTIVITIES

	Restricted funds 2021 £	Total funds 2021 £
Charitable activities	14,546	14,546
	Restricted funds 2020 £	Total funds 2020 £
Charitable activities	45,454	45,454

# Notes to the financial statements

for year ended 31 March 2021

## 6. INVESTMENT INCOME

	Unrestricted funds 2021 £	Total funds 2021 £
Interest received	2,282	2,282

	Unrestricted funds 2020 £	Total funds 2020 £
Interest received	5,712	5,712

## 7. OTHER INCOMING RESOURCES

	Unrestricted funds 2021 £	Total funds 2021 £
Other income	21	21

	Unrestricted funds 2020 £	Total funds 2020 £
Other income	252	252

# Notes to the financial statements

for year ended 31 March 2021

## 8. EXPENDITURE ON RAISING FUNDS

### Costs of raising voluntary income

	Unrestricted funds 2021 £	Total funds 2021 £
Costs of raising voluntary income	28,500	28,500

### Costs of raising voluntary income (continued)

	Unrestricted funds 2020 £	Total funds 2020 £
Costs of raising voluntary income	30,458	30,458

## 9. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

### Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Charitable activities	277,870	363,904	641,774

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Charitable activities	354,966	405,549	760,515

# Notes to the financial statements

for year ended 31 March 2021

## 10. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Charitable activities	555,237	86,537	<b>641,774</b>

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Charitable activities	689,993	70,522	760,515

### Analysis of direct costs

	Charitable activities 2021 £	Total funds 2021 £
Staff costs	435,934	<b>435,934</b>
Training and events	4,862	<b>4,862</b>
Coaching and programme	36,814	<b>36,814</b>
Evaluation	7,477	<b>7,477</b>
Marketing	14,697	<b>14,697</b>
Travel expenses	28	<b>28</b>
Rent and office costs	12,344	<b>12,344</b>
Sundry and subscriptions	4,256	<b>4,256</b>
Subcontractor costs	25,002	<b>25,002</b>
Redundancy costs	13,823	<b>13,823</b>
	<u>555,237</u>	<u><b>555,237</b></u>

# Notes to the financial statements

for year ended 31 March 2021

## 10. ANALYSIS OF EXPENDITURE BY ACTIVITIES CONTINUED

	Charitable activities 2020 £	Total funds 2020 £
Staff costs	456,001	456,001
Training and events	3,670	3,670
Coaching and programme	101,434	101,434
Evaluation	22,616	22,616
Marketing	15,844	15,844
Travel expenses	1,808	1,808
Rent and office costs	20,649	20,649
Sundry and subscriptions	4,091	4,091
User involvement costs	17,502	17,502
Subcontractor costs	46,378	46,378
	<u>689,993</u>	<u>689,993</u>

### Analysis of support costs

	Charitable activities 2021 £	Total funds 2021 £
Depreciation	3,934	<b>3,934</b>
Legal and professional	12,435	<b>12,435</b>
Recruitment	7,605	<b>7,605</b>
Computer costs	28,981	<b>28,981</b>
Insurance	3,152	<b>3,152</b>
Bank fees	82	<b>82</b>
Other staff costs	17,111	<b>17,111</b>
Governance costs	13,237	<b>13,237</b>
	<u>86,537</u>	<u><b>86,537</b></u>

# Notes to the financial statements

for year ended 31 March 2021

## 10. ANALYSIS OF EXPENDITURE BY ACTIVITIES CONTINUED

Analysis of support costs (continued)	Charitable	Total
	Charitable activities 2020 £	Total funds 2020 £
Depreciation	7,161	7,161
Legal and professional	7,440	7,440
Recruitment	25,622	25,622
Computer costs	11,490	11,490
Insurance	3,194	3,194
Bank fees	65	65
Other staff costs	7,019	7,019
Licencing	877	877
Governance costs	7,654	7,654
	<u>70,522</u>	<u>70,522</u>

## 11. AUDITORS' REMUNERATION

	2021 £	2020 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	6,120	5,400
Fees payable to the Company's auditor in respect of: All non-audit services not included above	7,117	3,154

## 12. STAFF COSTS

	2021 £	2020 £
Wages and salaries	378,008	394,135
Social security costs	37,393	39,225
Contribution to defined contribution pension schemes	20,533	22,641
	<u>435,934</u>	<u>456,001</u>

# Notes to the financial statements

for year ended 31 March 2021

## 12. STAFF COSTS CONTINUED

	2021 No.	2020 No.
Staff	9	10

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	2020 No.
In the band £70,001 - £80,000	-	1
In the band £80,001 - £90,000	1	-

### In 2021 Spark Inside consider their key management personnel to consist of:

Vicki Cardwell, Chief Executive; Ihona Hirving, Head of Programme Operations to May 2020; Indy Cross, Head of Communications; Nic Shoults, Head of Finance and Resources and acting head of programmes from May 2020 to January 2021; Karen Graham, Head of programmes from January 2021 onwards.

### In 2020 Spark Inside consider their key management personnel to consist of:

Baillie Aaron, Chief Executive to February 2020; Vicki Cardwell, Chief Executive from January 2020; Ihona Hirving, Head of Programme Operations; Indy Cross, Head of Communications; David Fisher, Head of Finance to October 2019; Nic Shoults, Head of Finance and Resources from September 2019; Omar Mehtar, Interim Head of HR to October 2019.

These five (2020: 7) key management personnel received total aggregate remuneration of £256,054 (2020: £267,014) made up of salaries of £219,874 (2020: £227,668), employers national insurance £24,128 (2020: £25,218) and employers pension contributions of £12,052 (2020: £14,128).

## 13. TRUSTEES' REMUNERATION AND EXPENSES

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £250).

# Notes to the financial statements

for year ended 31 March 2021

## 14. TANGIBLE FIXED ASSETS

	Computer equipment £	CRM software £	Total £
<b>Cost or valuation</b>			
At 1 April 2020	9,682	11,800	21,482
At 31 March 2021	9,682	11,800	21,482
<b>Depreciation</b>			
At 1 April 2020	9,682	7,866	17,548
Charge for the year	-	3,934	3,934
At 31 March 2021	9,682	11,800	21,482
<b>Net book value</b>			
At 31 March 2021	-	-	-
At 31 March 2020	-	3,934	3,934

## 15. DEBTORS

	2021 £	2020 £
Prepayments and accrued income	23,692	10,914
	23,692	10,914

# Notes to the financial statements

for year ended 31 March 2021

## 16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	1,118	20,586
Other taxation and social security	12,397	11,782
Other creditors	2,715	5,355
Accruals and deferred income	22,122	72,222
	<u>38,352</u>	<u>109,945</u>
	2021 £	2020 £
Deferred income at 1 April 2020	56,529	134,862
Resources deferred during the year	4,636	50,839
Amounts released from previous periods	(56,529)	(129,172)
	<u>4,636</u>	<u>56,529</u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

# Notes to the financial statements

for year ended 31 March 2021

## 17. STATEMENT OF FUNDS

### Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Project specific designated funds	-	60,000	(60,000)	4,889	4,889
Coaching prison officers	12,000	-	(12,000)	-	-
Office move IT	11,000	-	(1,214)	-	9,786
upgrade Recruitment of Chair	14,500	-	(9,415)	-	5,085
	6,000	-	(7,200)	1,200	-
	<u>43,500</u>	<u>60,000</u>	<u>(89,829)</u>	<u>6,089</u>	<u>19,760</u>
<b>General funds</b>					
General Funds - all funds	<u>352,534</u>	<u>276,770</u>	<u>(216,541)</u>	<u>(20,211)</u>	<u>392,552</u>
<b>Total Unrestricted funds</b>	<u>396,034</u>	<u>336,770</u>	<u>(306,370)</u>	<u>(14,122)</u>	<u>412,312</u>

# Notes to the financial statements

for year ended 31 March 2021

## 17. STATEMENT OF FUNDS CONTINUED

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Restricted funds</b>					
Bernard Lewis	42,925	10,000	(34,481)	4,787	23,231
Black Perspective	57,481	-	(23,628)	2,130	35,983
Gandhi	9,499	5,695	(15,194)	-	-
Big Give December	58,803	-	(5,639)	781	53,945
City Bridge Trust	-	28,125	(27,778)	-	347
Henry Smith	9,866	50,000	(16,397)	-	43,469
Hero's Journey™	2,885	1,667	(4,552)	-	-
Listening Fund	2,472	23,000	-	-	25,472
Paul Hamlyn Foundation	30,000	125,364	(120,718)	521	35,167
St James Foundation	-	79,169	(51,215)	1,738	29,692
Care UK Feltham	(181)	9,546	(9,365)	-	-
Care UK Scrubs	(6,728)	5,000	-	1,728	-
Big Lottery	-	50,000	(50,000)	-	-
Barrow Cadbury	-	14,000	-	-	14,000
Colyer Ferguson	-	36,000	-	-	36,000
Fat Beehive	-	2,500	(4,937)	2,437	-
PWC	-	10,000	-	-	10,000
	<u>207,022</u>	<u>450,066</u>	<u>(363,904)</u>	<u>14,122</u>	<u>307,306</u>
<b>Total of funds</b>	<u>603,056</u>	<u>786,836</u>	<u>(670,274)</u>	<u>-</u>	<u>719,618</u>

for year ended 31 March 2021

## 17. STATEMENT OF FUNDS CONTINUED

### Designated funds

Project specific designated funds - fund to ensure coaching in prisons was maintained for the 2019/20 financial year.

Coaching prison officers - fund to ensure coaching prison officers is maintained for the 2020/21 financial year.

Office move - fund for office move.

IT upgrade - fund for IT upgrade.

Recruitment of Chair - fund for recruitment of a new Chair of trustees in the 2020/21 financial year. A new Chair was recruited in 2020/21, and the overspend was transferred to unrestricted funds as no further expenditure required.

### Restricted funds

Bernard Lewis - a fund from the Bernard Lewis Family Charitable Trust towards developing the expansion of our programmes via a social licensing approach.

Black Perspective - a fund for development of a culturally-specific version of our Hero's Journey™ life coaching programme for Black and Minority Ethnic young men in prison.

Gandhi Statue Memorial Fund - a fund to support management salaries and external evaluation costs across three years.

Big Give - a restricted fund for the project 'The Conversation'.

City Bridge Trust - a fund to contribute to infrastructure costs of the charity and to contribute to the salary of the Chief Executive.

Comic Relief - a fund to contribute to the salaries of the management team of the charity.

Futures Lab - a fund from the Comic Relief Futures Lab project for projects to develop the sustainability of the charity.

Henry Smith Charity - a fund to contribute to the running costs of the charity including salaries of the management team.

Hero's Journey™ - a fund (supported by multiple grant funders) for delivery of the Hero's Journey™ Life Coaching Programme in prisons.

Listening Fund - a fund from the Blgrave Trust's Listening Fund for development of mechanisms for listening to feedback and ideas from our participants.

Paul Hamlyn Foundation - a fund to support access to an Expert Support Package.

St James Foundation - a fund from the St James' Place Charitable Foundation to contribute to the salaries of Spark Inside's Service Delivery Managers.

Care UK Feltham - a fund to provide the Hero's Journey™ programme and life coaching sessions at Feltham prison. At the year end the fund balance is £nil (2020: £181 deficit) due to timing differences between income and expenditure.

# Notes to the financial statements

for year ended 31 March 2021

## 17. STATEMENT OF FUNDS CONTINUED

**Care UK Scrubs** - a fund to provide the Hero's Journey™ programme and life coaching sessions at Wormwood Scrubs prison. At the year end the fund balance is £nil (2020: £6,728) due to timing differences between income and expenditure. The project finished in June 2020, no further income or expenses anticipated in relation to this fund therefore overspend transferred to unrestricted funds.

**Big Lottery** - a fund to coach young people in prisons and in the community with Hero's Journey™ Life Coaching Programme and 1-1 coaching.

**Barrow Cadbury** – this grant is for our policy work to advocate for the wellbeing of young people in prison and to champion racial inequity in the criminal justice system. This is three years of funding and will total£70k across the years.

**Colyer Ferguson** - £36k per year for three years for work in Cookham Wood.

**Fat Beehive** – this is to fund our digital resources development which has been completed during the year 2020/21. The project finished during the year, no further income or expenses anticipated in relation to this fund therefore overspend transferred to unrestricted funds.

**PWC** – this is to fund our Hero's Journey™ Black Perspective pilot.

### Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Project specific designated funds	341	60,000	(60,379)	38	-
Coaching prison officers	-	-	-	12,000	12,000
Office move IT	-	-	-	11,000	11,000
upgrade Recruitment of Chair	-	-	-	14,500	14,500
	-	-	-	6,000	6,000
	<u>341</u>	<u>60,000</u>	<u>(60,379)</u>	<u>43,538</u>	<u>43,500</u>
<b>General funds</b>					
General Funds - all funds	373,183	347,934	(325,045)	(43,538)	352,534
<b>Total Unrestricted funds</b>	<u>373,524</u>	<u>407,934</u>	<u>(385,424)</u>	<u>-</u>	<u>396,034</u>

# Notes to the financial statements

for year ended 31 March 2021

## 17. STATEMENT OF FUNDS CONTINUED

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
<b>Restricted funds</b>					
Bernard Lewis	33,818	74,229	(65,122)	-	42,925
Black Perspective	44,984	50,000	(37,503)	-	57,481
Gandhi	1,871	68,333	(60,705)	-	9,499
Big Give December	-	66,937	(8,134)	-	58,803
City Bridge Trust	-	37,500	(37,500)	-	-
Henry Smith	-	40,000	(30,134)	-	9,866
Hero's Journey™	-	20,000	(17,115)	-	2,885
Listening Fund	-	20,000	(17,528)	-	2,472
Paul Hamlyn Foundation	-	30,000	-	-	30,000
St James Foundation	-	49,997	(49,997)	-	-
Care UK Feltham	-	20,454	(20,635)	-	(181)
Care UK Scrubs	-	25,000	(31,728)	-	(6,728)
Comic Relief	-	2,917	(2,917)	-	-
Futures Lab	-	26,531	(26,531)	-	-
	<u>80,673</u>	<u>531,898</u>	<u>(405,549)</u>	<u>-</u>	<u>207,022</u>
<b>Total of funds</b>	<u>454,197</u>	<u>939,832</u>	<u>(790,973)</u>	<u>-</u>	<u>603,056</u>

## 18. SUMMARY OF FUNDS

### Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	43,500	60,000	(89,829)	6,089	19,760
General funds	352,534	276,770	(216,541)	(20,211)	392,552
Restricted funds	207,022	450,066	(363,904)	14,122	307,306
	<u>603,056</u>	<u>786,836</u>	<u>(670,274)</u>	<u>-</u>	<u>719,618</u>

# Notes to the financial statements

for year ended 31 March 2021

## 18. SUMMARY OF FUNDS CONTINUED

### Summary of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
Designated funds	341	60,000	(60,379)	43,538	43,500
General funds	373,183	347,934	(325,045)	(43,538)	352,534
Restricted funds	80,673	531,898	(405,549)	-	207,022
	<u>454,197</u>	<u>939,832</u>	<u>(790,973)</u>	<u>-</u>	<u>603,056</u>

## 19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

### Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Current assets	438,309	319,661	<b>757,970</b>
Creditors due within one year	(25,997)	(12,355)	<b>(38,352)</b>
<b>Total</b>	<u>412,312</u>	<u>307,306</u>	<u><b>719,618</b></u>

### Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	3,934	-	3,934
Current assets	426,984	282,083	709,067
Creditors due within one year	(34,884)	(75,061)	(109,945)
<b>Total</b>	<u>396,034</u>	<u>207,022</u>	<u>603,056</u>

# Notes to the financial statements

for year ended 31 March 2021

## 20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	<b>116,562</b>	148,859
<b>Adjustments for:</b>		
Depreciation charges	3,934	7,161
Dividends, interests and rents from investments	(2,282)	(5,712)
(Increase)/decrease in debtors	(12,778)	3,500
Decrease in creditors	(71,593)	(67,398)
<b>Net cash provided by operating activities</b>	<b>33,843</b>	86,410

## 21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash at bank	734,278	698,153
<b>Total cash and cash equivalents</b>	<b>734,278</b>	698,153

## 22. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank	698,153	36,125	734,278
	<b>698,153</b>	<b>36,125</b>	<b>734,278</b>

## 23. PENSION COMMITMENTS

The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £20,533 (2020: £22,641). At the Balance sheet date there were contributions of £2,715 due to the fund (2020: £5,355).

# Notes to the financial statements

for year ended 31 March 2021

## 24. OPERATING LEASE COMMITMENTS

At 31 March 2021 the Company had commitments to make future minimum lease payments under non- cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	-	8,523

## 25. RELATED PARTY TRANSACTIONS

Roma Hooper is also a trustee of Clinks. During the year the charity paid Clinks £nil (2020: £120) for membership to Clinks. There are no amounts due to Clinks at the Balance Sheet date.

Roma Hooper is also a trustee of Prison Radio Association. During the year the charity paid Prison Radio Association £3,600 (2020: £nil) for marketing campaign. There are no amounts due to Prison Radio Association at the Balance Sheet date.

There were no other disclosable related party transactions during the year.

## 26. CONTROLLING PARTY

The trustees who are also directors control the charity.



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[www.sparkinside.org](http://www.sparkinside.org) | [team@sparkinside.org](mailto:team@sparkinside.org) | 020 3468 0706

27 Tavistock Square, London WC1H 9HH | Registered charity no. 1148420