

COACHING INSIDE AND OUT

England & Wales · Charity number 1153349

Details

Other names	CIAO
Status	Registered
Legal form	Charitable company
Company number	08453619
Registered	2013-08-12
Register	View on the Charity Commission register

Contact

Address	C/O Co-operatives UK Holyoake House Hanover Street Manchester M4 4AH
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Website	coachinginsideandout.org.uk

Activities

Objects: THE PROMOTION OF SOCIAL INCLUSION AMONG OFFENDERS AND THOSE WHO ARE OR WHO HAVE BEEN AT RISK OF OFFENDING, WHO ARE SOCIALLY EXCLUDED FROM SOCIETY, OR PARTS OF SOCIETY AS A RESULT, BY:1. PROVIDING COACHING FOR SUCH PERSONS;2. RAISING PUBLIC AWARENESS OF THE EFFECTIVENESS OF COACHING FOR SUCH PERSONS; AND3. PROVIDING SUPPORT, TRAINING, DEVELOPMENT AND CONSULTANCY TO INCREASE THE AVAILABILITY OF COACHING FOR SUCH PERSONS.

Activities: CIAO believes people can change their own lives and wants everyone in prison and those convicted of offences in our communities to be offered life coaching that challenges and supports them, so they can help themselves and others. Over 50 coaches have helped over 1500 men, women and children since 2010 (including their families, staff working with them and those at risk of offending).

Classification

- **How:** Provides Services
- **What:** Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£162,537	£139,653	-	-
2024-03-31	£145,526	£142,219	-	-
2023-03-31	£44,364	£107,937	-	-
2022-03-31	£63,250	£104,283	-	-
2021-03-31	£146,945	£118,725	-	-

Trustees

Name	Role	Appointed
Evelyn Asante-Mensah OBE		2024-01-22
Karen Ainsworth		2022-10-12
Pavia Shinead Ward		2025-10-28
Stewart Charles Timothy Brown		2022-10-12

Accounts



Coaching Inside and Out Report and Accounts

31 March 2025

Company registration number - 8453619

Charity registration number - 1153349

Coaching Inside and Out

Trustees' Annual Report and Accounts for the year ended 31 March 2025

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Coaching Inside and Out

Reference and administrative details

The charity's name

The legal name of the charity is: Coaching Inside and Out.

The charity's areas of operation and UK charitable registration

The charity is registered in England & Wales with the Charity Commission in England & Wales (CCEW) with charity number: 1153349. The charity does not operate in any overseas jurisdictions.

The registered office of the charity for Companies Act purposes and principal operating address is:

c/o Co-operatives UK, Holyoake House, Hanover Street, Manchester M4 4AH

The telephone number, email and web address of the charity are:

Telephone: 07920 776 067

Email address: ciao@coachinginsideandout.org.uk

Web address: coachinginsideandout.org.uk

The accountants are:

Third Sector Accountancy Ltd

c/o Co-operatives UK, Holyoake House, Hanover Street, Manchester M4 4AH

Telephone: 0161 214 0879

The bankers are:

Cooperative Bank, Business, PO Box 250, Skelmersdale, WN8 6WT

The following persons served as trustees and directors during the year ended 31 March 2025:

Karen Ainsworth

Ben Amponsah

Evelyn Asante-Mensah OBE (appointed 22 January 2024)

Stewart Brown

John Dunleavy (resigned 28 October 2024)

Coaching Inside and Out

Trustees' Annual Report for the year ended 31 March 2025

The Trustees present their report and unaudited financial statements for the year ended 31 March 2025, which also comprises the directors' report required by the Companies Act 2006.

THE CHARITY'S OBJECTS

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

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

ACTIVITIES

Things can be different, and people can change their own lives. It's never too early and never too late.

Coaching Inside and Out worked with men, women, families and children at risk of offending, as well as people in prison and people with convictions in the community. The charity coached staff working with its clients and families who support them; and also helped staff working with potential clients.

CIAO's coaches enabled self-determined and sustainable change working with individuals and groups; as well as offering training for people to develop their own coaching skills. The charity's Coaching Circles model helped people take a coaching approach and transform their impact with colleagues and clients.

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

This was supported by five essential activities that all further the charity's purpose for the public benefit:

1. **Delivering coaching;**
2. **Challenging assumptions and advocating** for the wider use of coaching;
3. **Increasing the demand** for coaching by commissioners;
4. **Increasing the supply** of coaching by organisations and individual coaches; and
5. **Supporting others to coach** (where CIAO cannot reach).

These essential activities were delivered using the following 'enablers':

1. **People** - CIAO's coaches deliver great coaching with exceptional personal and organisational development.
2. **Money** - CIAO is a self-sustaining social enterprise with its coaching services fully funded by contracts.
3. **Commissioners** (and the coaching services they invest in) - Government and other organisations commission coaching from CIAO and other providers as they see the impact it makes helping people to build on their strengths and solve their own problems.
4. **Communication** - clients, commissioners, coaches and others value what coaching does.
5. **Processes** - making everything CIAO does as clear, simple and as human as possible, so that coaches' energy is focussed on great coaching.

Coaching Inside and Out

ACTIVITIES (continued)

The trustees have had regard to the Charity Commission's guidance on public benefit in managing the activities of the charity.

THE DIFFERENCE CIAO MADE

Coaching Inside and Out is unusual and radical in its psychological depth: being able to help without any perceived 'stigma' is invaluable for those who can be very wary and reluctant to engage with counselling or other psychological services.

CIAO's coaching gets to the root of why people feel 'stuck' and empowers them to move forward. It supports and challenges using thought-provoking questions to generate ideas and insights. It doesn't give advice or provide mentoring, instead it gives choice and responsibility with time and space to think.

Clients choose where to start and highly skilled coaches respond to their needs, including exploring three core questions:

What do you want to change?

Coaches question, rather than tell or advise. Clients realise they're in control of their own lives, as they choose where to start and they have the answers, not us.

We don't know anyone else's life better than they do.

Who are you?

"It enables me to tap into my own resources and build on my strengths."

Exploring values and positive assets increases motivation and sense of direction:

Understanding yourself and others helps manage emotions and reduce violence.

How are you holding yourself back?

Great coaching goes far beyond goals to break negative patterns and overturn the assumptions that stop people changing what they want.

Developing self-direction and problem-solving helps us make the most of our lives.

CIAO saw huge shifts in well-being, hope and participation that lead to improvements in many aspects of clients' lives: they got to the root of their problems, took responsibility, reduced the harm they do to themselves and others, came off drugs, engaged with education, improved their housing and finances, got fit, got jobs, started their own businesses and looked for more ways to help others.

Coaching Circles have helped teams and individuals generate fresh ideas, deepen their understanding and get more out of themselves and others, simply by taking turns to ask thought-provoking questions to explore something affecting one or all of the group. Sessions start with great coaching training to maximise the impact of those questions and end with deep reflection about all they've learnt.

The charity's beneficiaries are far wider than those we coach directly. They included clients' children, victims and the communities in which we and they all live. Our coaching creates a multiplying ripple effect through clients' changed attitudes and behaviour.

Clients helped others, inside and out. One girl CIAO coached, who had been excluded from school for years, applied for and achieved a leadership role when she was elected a Prefect by her fellow students.

Coaching Inside and Out

ACHIEVEMENTS

CIAO's successful long-term strategy is to generate diverse sources of income with commercial contracts maintaining our essential core activity, so we have reliable independence for the charity's creative development and long-term impact.

Last year's accounts showed the results of a temporary dual approach (exploring charitable funding while continuing to bid for contracts) and the charity remains grateful for **National Lottery Awards for All** funding for our work in Styal prison and the invaluable core funding from the **Foyle Foundation** which underpinned all this work, provided stability and enabled us to continue to improve our effectiveness and efficiency in a uniquely challenging funding and commissioning environment.

The charitable funding and the new contracts and extensions in prisons, schools and elsewhere in the community, described below, are further recognition of the evidence people have seen of the impact of our innovative approach over our first decade and a half.

Clients & Coaches

CIAO had coached 1,959 people since we began in 2010 up until 31 March 2025 with 249 clients in that final year alone (43% more than the previous year). The charity has recruited, trained and developed over 70 coaches. At the end of the financial year 28 coaches were available for coaching and half of these were actively delivering services with greatly appreciated flexibility and patience.

CIAO has chosen to work with people in the toughest of circumstances and coaches hear about and absorb the trauma of others, including those dealing with the deaths of adults and children in prisons and schools the charity is working in. Our expert clinical supervisors are essential in helping coaches and clients to process all they encounter and to move forward positively.

Coaches' great skills and knowledge were built on with the charity's exceptional development opportunities strengthened by those who brought additional diversity and insight with experience of the criminal justice system themselves. A structured Development Day in October was augmented by more social gatherings in April, June and January when problems, ideas and learning were shared along with food, drink and laughter (bowling being particularly good for the latter). CIAO is also very grateful to one of its supervisors, Andrew Scott, who has generously included 10 of our coaches in his 'Thinking Partnerships' training over the years. One coach described this as: *"Life-changing. It was amazing, not least because of the space it helps us create for CIAO's clients to do even more great thinking."*

All this generosity, adaptability and enrichment enables us to excel and focus on what we do best.

Inside...

The reinvigorated **HMP Styal** full service started in October after design and planning in spring with new paid and volunteer coaches joining the dedicated team supporting and challenging women in this prison in which CIAO began. Further charitable funding for this was invested by **The Allen Lane Foundation**, the **Cheshire Community Foundation** and by our friends at **The Stanley Grundy Foundation** for work with young women.

The insights and connections continue to feed both ways into our links with the **Greater Manchester, Cheshire and Merseyside (GMMC) Young Adults (YAs) project** for this most complex, vulnerable and challenging group with disproportionately high levels of violence and self-harm.

Coaching Inside and Out

ACHIEVEMENTS (continued)

The coaching format specially designed for **Achieve North West Connect** (with a mix of individual and group sessions addressing engagement, transitions, gang membership and harm to self and/or others) ended in autumn 2023 with young men in HMP/YOI Hindley and in spring 2024 with women in HMP Styal. Further recommissioning is in the pipeline.

HMP/YOI Hindley commissioned us to help them collaboratively strengthen their coaching culture and develop their '121s' (staff supervision sessions). This new aspect of CIAO's work was initially designed through online Coaching Circles with a small group exploring how best to develop this further with others to make it as simple and beneficial as possible.

... and out

Greater Manchester Probation began a new coaching service in 2024 for an often highly complex group of men and women who've committed serious acquisitive offences such as robbery and burglary under Integrated Offender Management (IOM). This was to last 15 months, however its success meant they paid CIAO to extend the service for four months to the end of August 2025, while further funding was explored. This meant more sessions for anyone in the IOM cohort, in prison and out.

"Following successful [CIAO] pilots...

The benefits of empowerment focused intensive coaching services are fully recognised as a driver to achieving additional positive and desistance-based outcomes for individuals."

"You've achieved something I've not seen on IOM before." "I don't see stats like that anywhere."

"It's absolutely meeting the needs of people on probation and working towards rehabilitation."

"Coaching catalysed his ability and willingness to do the work he needed to make positive change."

"It inspires change and encourages action..."

Coaching is great as motivation and for keeping the positivity built up."

"Everything has changed on the inside, the way I talk to myself and the way I think..."

My coach helped me to work things out for myself."

The structured positive space of online Coaching Circles (where participants take it in turns to coach one another after learning how) grew rapidly. After evaluating the impact of last year's pilot, **South Central Probation** commissioned a total of 28 sets of Coaching Circles for 168 of their staff, all of whom were leaders (largely Senior Probation Officers).

"I've done lots of coaching circles before and this is by far the best..."

You guys as facilitators have brought passion and structure to ensure it runs well."

"I've been inspired by it... I have evidence now to know this makes a positive difference."

People felt the strain of their workload lifted and confidence increased as staff became more resilient and less stressed. They found solutions to difficult issues and transformed how they managed their teams and People on Probation so that they engaged and took responsibility. CIAO believes South Central recouped its total investment on the very first day thanks to the decisions staff took about their work and remaining in post in Probation.

"It's made me feel so proud to be in the Probation Service and hear about all the amazing things we are doing. These Circles not only move us forward with the challenges we face but also give us an opportunity to celebrate our achievements."

Coaching Inside and Out

ACHIEVEMENTS (continued)

CIAO's continued contact with **Nottingham Probation**, following our successful Personality Disorder pilot for their 'Options for Change' team through a colleague in HMP Whatton, paid off and they began additional Coaching Circles

*"It de-escalates with People on Probation. It's been really useful.
Service users have thanked me as a result."*

*"People found it really really useful ...
It gave them tools to take forward as line managers bringing out the best in their staff."*

They are now exploring a Coaching Circle to 'Train the Trainer', which would explicitly work towards participants facilitating Coaching Circles themselves in future i.e. investing in a sustainable resource.

It's never too early

CIAO continued its work with **Manchester City Council** and 11+ year olds in Dean Trust Ardwick school (DTA) and in Didsbury High School throughout 2024/25 and finished coaching in the Co-op Academy Belle Vue during the summer term. Funding for serious violence hotspots from the **Department for Education** through's SAFE taskforce pilot "to protect young people at risk of truancy and from being permanently excluded" was reduced due to national budget constraints despite positive national evaluation. The recommissioning and expansion was meant to run until summer 2025 but had to be slimmed down and was due to close completely at the end of the Easter term.

Fortunately further funding until at least May 2026 was confirmed at the very last minute and CIAO was in a position to restart without a break thanks to the coaches being extremely accommodating. CIAO is now working the contracted time flexibly to fit in with the schools' timetables and activities such as exams that take up time and space.

A particular cause for celebration was one of the 153 children we'd coached by the end of March 2025 being elected a Prefect after being excluded for 2 years before working with CIAO.

Her application said:

"I know what it's like to start and feel at the bottom. I also know what it's like to turn things around, so I can encourage other students in that and give them hope (in the way coaching did for me)."

Her Deputy Head added:

"Coaching gives pupils time to think about and explore why they're making the decisions they're making with a professional from outside the school. Pupils reflect better and improve their behaviour with less conflict and some have even gone on to leadership opportunities within the school."

It's never too late

CIAO continues to work with people of all ages who have been convicted of all crimes and who are at all stages of the criminal justice system, as well as at risk of entering it.

We never give up hope and our clients frequently surprise and delight us as a result.

Coaching Inside and Out

ACHIEVEMENTS (continued)

Sharing coaching's impact

The charity's focus remained on the coaching itself, but we continued to evaluate and share our impact both formally and informally including taking part in national and international conversations and consultations such as:

- The UCL Centre for Education and Criminal Justice - speaking as part of their Blue-Sky Thinking Seminar Series;
- International Centre for Coaching & Mentoring Studies (ICCAMS) at Oxford Brookes Business School - being interviewed to increase the understanding of coaches' pro bono work and its impact on personal development, organisational practice, and the coaching profession;
- House of Commons Justice Select Committee - writing a published submission as part of its inquiry into Resettlement and Rehabilitation;
- Lloyds Bank Foundation - contributing to 'Funding into the criminal justice voluntary sector', a research report commissioned by them, with recommendations for philanthropic and statutory funders' priorities and processes; and
- The Worshipful Company of Weavers - attending a summit on alternatives to female custody hosted by these early funders of our ground-breaking work in Styal.

PLANS FOR THE FUTURE

Coaching Inside and Out is now 15 years old (our birth day being 4th October 2010) and celebrated this with a lunch for the coaches and trustees paid for by someone who is grateful for all they do and have done in that time.

Further 15th anniversary celebrations will take place over the course of the year to thank funders and other friends, as well as continuing to reach out to the increasing number of organisations and individuals others who now use coaching in similar ways.

Many people have helped us demonstrate the power of coaching across the criminal justice system and beyond with the changes in clients' lives and the social impact linked to this. We want to illustrate and share the wealth of resources and stories built up over the years with a wide variety of voices.

Linked to this, CIAO secured a place in the HMPPS Insights Festival for an online workshop in November 2025 and has been invited to write a chapter for The Social Impact Coaches Handbook due out in 2027.

The charity will use its learning and the wisdom and experience of both staff and people in the system to develop packages (creating micro-training with bite-sized approaches and tools to foster a coaching approach) and processes (adapting documents and systems to increase their usefulness maximising the power of great questions).

We're also reflecting deeply on all we've learnt and exploring what we might do differently as a result of our 15 years' experience, including reconsidering how we evaluate the impact of our work so that it benefits our clients the most.

Coaching Inside and Out

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is constituted as a company limited by guarantee, registered under the Companies Acts.. The governing document of the charity is the Memorandum and Articles of Association establishing the company under company legislation. There are no restrictions in the governing documents on the operation of the Charity or on its investment powers, other than those imposed by Charity Law.

Coaching Inside and Out's trustees have a fiduciary responsibility and provide strategic oversight and direction. They are all volunteers and receive no remuneration or financial benefits.

Three former trustees (Professor Chris Fox, Helen McFarlane and Liz Cross) remained as advisers to ensure continuity and ready access to their expertise in support of the current Board.

Trustees are appointed by majority vote for three-year terms and can be re-appointed twice. Trustees are normally recruited through a range of methods (including online advertising and social networks, as well as word of mouth) with an interactive recruitment event, involving Board members and coaches, followed by individual interviews.

Board meetings were quarterly, including an annual Strategy Event, with all but the one, in the dark days of January, held in person in our home city of Manchester. The charity's 'Delegation Framework' outlines responsibilities for functions and tasks, including delegated payment authority limits.

By operation of law all, trustees are directors under the Companies Act 2006 and all directors are trustees under Charities legislation and have responsibilities, as such, under both company and charity legislation. The trustees are all individuals.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at year end 31 March 2025 was 15 (the same as the previous year). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. There are no related parties or relationships with other organisations.

CIAO's Support Team exists to enable the coaches and coordinators to provide the best coaching possible for all our clients and commissioners. In the autumn the Board agreed to recruit a new Head of Delivery in the New Year (a role recently covered by the Founder). We were delighted when Rachel Airs, an existing CIAO coach responded to an internal message sharing this intention (sent before Christmas so that coaches could mention it to people they knew during the social period). After Rachel was interviewed by the Chair and another trustee who was going to support the full recruitment process, the Board and others welcomed her great expertise and she began in the role in March.

The Support Team now includes the Founder (combining the role of Head of Development with full operational control and accountability), the Head of Business Support and the new Head of Delivery. The Head of Business Support focuses on finances, data, policies, legal elements and making admin efficient and easy for the coaches; the Head of Delivery focuses on our great coaching services and quality assurance; while the Founder leads on internal and external development. They enjoy working closely with others, as leadership and responsibility for delivery continues to be distributed collaboratively across a number of coordinators and coaches, because CIAO is fortunate in having management and facilitation experience on the frontline too. This increases resilience, reduces risk and brings greater richness and breadth.

Everyone works part-time and is self-employed, keeping CIAO in a strong position to react and create whatever structure the evolving future requires.

Coaching Inside and Out

FINANCIAL REVIEW

The financial position of the charity at 31 March 2025 and comparatives for the prior period, as more fully detailed in the accounts, can be summarised as follows:

	2025 £	2024 (restated) £
Net Income	22,884	23,270
Unrestricted Funds available for the general purposes of the charity	50,873	32,348
Restricted Funds	24,322	19,963
Total Funds	75,195	52,311

The trustees are pleased to see the efforts of all involved are reflected not just in the way CIAO's clients improve their own lives and lives of others, but also in the charity delivering its services efficiently as well as effectively. The financial position reflects the generosity of charitable funders but also really hard work with income earned in a very tough financial environment where people have still seen and appreciated the value investing in coaching brings.

This resulted in annual income of £162,537 and a surplus in the period of £22,884 with total reserves of £75,195 ensuring the great work is able to continue with confidence for the immediate future. This core strength allows the essential flexibility to plan and invest in what we know will best help our coaches, commissioners and clients.

RESERVES AND RISKS

CIAO aims to retain free (unrestricted) reserves at a level of at least three months' running costs (equivalent to about £20,000). This gives a margin for risks (such as a commissioner defaulting on a payment) and reflects the structure of the organisation with low fixed costs through flexible contracting and no directly employed staff, as well as relatively small contractual responsibilities and liabilities to contractors.

CIAO is building up a higher level of free (unrestricted) reserves (the current figure of £50,873 is over six months' running costs) to provide stability as the future remains very uncertain and there is a need for greater working capital as we scale up to take on larger contracts.

The major risks to which the charity is exposed have been identified and reviewed by the trustees with systems or procedures established to manage and mitigate those risks. These are reviewed quarterly at every Board meeting in response to news and discussions, with immediate updating by the Support Team as issues arise.

THANKS

The trustees are as hugely grateful as ever to everyone involved with Coaching Inside and Out. Both paid and unpaid colleagues and friends continue to give well beyond what even a charity could reasonably expect. CIAO would be nothing without them.

Coaching Inside and Out

THANKS (continued)

In particular we would like to thank:

- New charitable funders, The Allen Lane Foundation and Cheshire Community Foundation, and our long-standing friends at The Stanley Grundy Foundation (SGF);
- Our commissioners, who confidently trust us with contracts, and the staff, who enable us to reach our clients;
- Our Board and Advisors, who generously give their time and expertise; and
- CIAO's extraordinary coaches and their clients who do the really hard work.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also directors of Coaching Inside and Out for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 operation.

The trustees are responsible for keeping proper accounting records that 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 25 / 10 / 2025
and signed on their behalf by



Karen Ainsworth
Chair, Director and Trustee

Coaching Inside and Out

Independent Examiner's report for the year ended 31 March 2025

I report on the accounts of the charity for the year ended 31 March 2025 set out on pages 14 to 23.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Other matters

Your attention is drawn to the fact that the charity has prepared the accounts (financial statements) in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn. We understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements:
 - to keep accounting records in accordance with section 130 of the Charities Act, and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Kate Adderley CA
Third Sector Accountancy Limited
Holyoake House, Hanover Street
Manchester M60 0AS

Date: 28 / 10 / 2025

Coaching Inside and Out
Statement of Financial Activities
for the year ended 31 March 2025

		Unrestricted funds	Restricted funds	Total funds 2025	<i>Unrestricted funds (restated)</i>	<i>Restricted</i>	<i>Total funds (restated)</i>
	Note	£	£	£	£	£	£
Income from:							
Charitable activities	3	152,537	-	152,537	133,026	-	133,026
Grants and donations	4	-	10,000	10,000	12,500	20,363	32,863
Total income		152,537	10,000	162,537	145,526	20,363	165,889
Expenditure on:							
Charitable activities	5	133,222	5,641	138,863	141,319	400	141,719
Governance	6	790	-	790	900		900
Total expenditure		134,012	5,641	139,653	142,219	400	142,619
Net income/(expenditure) for the year	7	18,525	4,359	22,884	3,307	19,963	23,270
Reconciliation of funds							
Total funds brought forward		32,348	19,963	52,311	29,041	-	29,041
Total funds carried forward		50,873	24,322	75,195	32,348	19,963	52,311

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Coaching Inside and Out
Charity number 8453619
Balance sheet as at 31 March 2025

	Note	£	2025 £	£	2024 £
Current assets					
Debtors	11	20,159		36,061	
Cash at bank and in hand		83,938		63,232	
Total current assets		104,097		99,293	
Liabilities					
Creditors: amounts falling due in less than one year	12	(28,902)		(46,982)	
Net current assets			75,195		52,311
Total assets less current liabilities			75,195		52,311
Net assets			75,195		52,311
The funds of the charity:					
Restricted income funds	14		24,322		19,963
Unrestricted income funds	15		50,873		32,348
Total charity funds			75,195		52,311

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 16 to 23 form part of these accounts.

25 / 10 / 2025

Approved by the trustees on and signed on their behalf by:

K Ainsworth

Karen Ainsworth (Chair, Director and Trustee)

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

The financial statements have been prepared in accordance with 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) issued in October 2019 - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Coaching Inside and Out meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £ sterling.

b Judgments and estimates

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

c Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

d Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

Coaching Inside and Out
Notes to the accounts for the year ended 31 March 2025 (continued)

e Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

f Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of salaries, operating costs and charitable project cost undertaken to further the purposes of the charity and their associated support costs, and grants made to other charitable organisations whose activities further the purposes of the charity.
- Other expenditure represents those items not falling into any other heading.

g Cash at bank and in hand

Cash at bank and cash in hand includes cash held in the charity's bank account.

h Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Legal status of the charity

The charity is a Charitable company registered with the Charity Commission in England and Wales and has no share capital. In the event of the charity being wound up, the members of the company have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. The registered office address is disclosed on the Reference and Administration page at the beginning of the trustees' report.

3 Income from charitable activities

	Unrestricted £	Restricted £	Total 2025 £	Unrestricted £	Restricted £	Total 2024 £
Operations	152,537	-	152,537	133,026	-	133,026
Total	152,537	-	152,537	133,026	-	133,026

4 Income from grants and donations

	Unrestricted £	Restricted £	Total 2025 £	Unrestricted £	Restricted £	Total 2024 £
Grants	-	10,000	10,000	12,500	20,363	32,863
Total	-	10,000	10,000	12,500	20,363	32,863

Coaching Inside and Out

Notes to the accounts for the year ended 31 March 2025 (continued)

5 Analysis of expenditure on charitable activities

	2025	2024
	£	£
Business support	27,064	25,896
Coaching delivery	104,925	109,320
Coaching travel costs	4,499	5,053
Clinical supervision	2,375	1,450
	138,863	141,719
Restricted expenditure	5,641	400
Unrestricted expenditure	133,222	141,319
	138,863	141,719

6 Governance costs

	2025	2024
	£	£
Independent examiner's fee	790	900
	790	900

7 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2025	2024
	£	£
Accountancy fees	-	123
Independent examiner's fee	790	900

8 Staff costs

The average number of staff employed during the period was 0 (2024: 0).

9 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or reimbursed expenses during the year (2024: Nil).

No member of the management committee received travel and subsistence expenses during the year (2024: Nil).

Aggregate donations from related parties were £Nil (2024: £Nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2024: Nil).

10 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

11 Debtors: amounts falling due within one year

	2025	2024
	£	£
Trade debtors	20,159	30,840
Accrued income	-	5,221
	<u>20,159</u>	<u>36,061</u>

12 Creditors: amounts falling due within one year

	2025	2024
	£	(restated) £
Accruals	16,370	14,269
Deferred income	8,962	22,260
Taxation and social security costs	3,570	10,453
	<u>28,902</u>	<u>46,982</u>

Coaching Inside and Out
Notes to the accounts for the year ended 31 March 2025 (continued)

13 Deferred income

	2025 £	2024 £
Deferred income brought forward	22,260	-
Income received	15,144	22,260
Released to income from charitable activities	(28,442)	-
Deferred income carried forward	8,962	22,260

Deferred income relates to contracted income from HMP/YOI HINDLEY and HMPPS SOUTH CENTRAL for work still to be carried out.

14 Analysis of movements in restricted funds

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
	(Restated)				
National Lottery Community Fund	19,963	-	(4,461)	-	15,502
Cheshire Community Foundation	-	2,500	-	-	2,500
The Allen Lane Foundation	-	5,000	(1,180)	-	3,820
The Stanley Grundy Foundation	-	2,500	-	-	2,500
Total	19,963	10,000	(5,641)	-	24,322

Comparative period

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
National Lottery Community Fund	-	20,363	(400)	-	19,963
Total	-	20,363	(400)	-	19,963

Analysis of movements in restricted funds (continued)

Name of restricted fund	Description, nature and purposes of the fund
National Lottery Community Fund	Coaching women in Styal prison and developing their coaching ability
Cheshire Community Foundation	Coaching women in Styal prison and developing their coaching ability
The Allen Lane Foundation	Coaching women in Styal prison and developing their coaching ability
The Stanley Grundy Foundation	Coaching women in Styal prison and developing their coaching ability

Coaching Inside and Out
Notes to the accounts for the year ended 31 March 2025 (continued)

15 Analysis of movement in unrestricted funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
General fund	32,348	152,537	(134,012)	-	50,873
	32,348	152,537	(134,012)	-	50,873
Comparative period					
	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	29,041	145,526	(142,219)	-	32,348
	29,041	145,526	(142,219)	-	32,348

Name of unrestricted fund	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds

16 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total 2025 £
Net current assets/(liabilities)	50,873	-	24,322	75,195
Total	50,873	-	24,322	75,195
Comparative period				
	General fund £	Designated funds £	Restricted funds £ (restated)	Total 2024 £ (restated)
Net current assets/(liabilities)	32,348	-	19,963	52,311
Total	32,348	-	19,963	52,311

Coaching Inside and Out
Notes to the accounts for the year ended 31 March 2025 (continued)

17 Prior period adjustment

In the prior year accounts, year ended 31 March 2024, the charity treated £19,963 restricted grant income from the National Lottery Community Fund as deferred income. A prior period adjustment has been made to correctly recognise this income in the year it was received.

	£
Total funds brought forward from 31 March 2024 as previously stated	32,348
Prior period adjustment	19,963
Total funds brought forward at 31 March 2024 as restated	52,311

Accounts

Company Registration Number - 8453619

Charity Registration Number - 1153349



Coaching Inside and Out

Report and Accounts

31 March 2024

Coaching Inside and Out

Report and accounts for the year ended 31 March 2024

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Coaching Inside and Out

Company Registration Number - 8453619

Trustees' Annual Report for the year ended 31 March 2024

The Trustees present their Report and Accounts for the year ended 31 March 2024, which also comprises the Directors' Report required by the Companies Act 2006.

Reference and administrative details

The charity name.

The legal name of the charity is: Coaching Inside and Out Limited.

The charity's areas operation and UK charitable registration.

The charity is registered in England & Wales with the Charity Commission in England & Wales (CCEW) with charity number 1153349.

The charity does not operate in any overseas jurisdictions.

Legal structure of the charity

The charity is constituted as a company limited by guarantee, registered under the Companies Acts. The governing document of the charity is the Memorandum and Articles of Association establishing the company under company legislation.

There are no restrictions in the governing documents on the operation of the Charity or on its investment powers, other than those imposed by Charity Law.

By operation of law all, trustees are directors under the Companies Act 2006 and all directors are trustees under Charities legislation and have responsibilities, as such, under both company and charity legislation. The trustees are all individuals.

The principal operating address, telephone number, email and web addresses of the charity are:

c/o Adding Value Consultancy Limited

Studio 6, Bluecoat Chambers, School Lane

Liverpool, L1 3BX

Telephone: 07920776067

Email Address: ciao@coachinginsideandout.org.uk Web address: coachinginsideandout.org.uk

The registered office of the charity for Companies Act purposes is:

Studio 6, Bluecoat Chambers

School Lane, Liverpool

L1 3BX

The Trustees in office on the date the report was approved were:

Karen Ainsworth	(appointed 21 October 2022)
Ben Amponsah	(appointed 20 May 2019)
Evelyn Asante-Mensah OBE	(appointed 22 January 2024)
Stewart Brown	(appointed 21 October 2022)
John Dunleavy	(appointed 21 October 2022)

The above persons served as Trustees during the year ended 31 March 2024:

The trustees who served as a trustee in the reporting period were as shown above, and there were no changes during the year, or in the period between the year end and the approval of the accounts.

Coaching Inside and Out

Company Registration Number - 8453619

Trustees' Annual Report for the year ended 31 March 2024

THE CHARITY'S OBJECTS

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

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

ACTIVITIES

Things can be different, and people can change their own lives. It's never too early and never too late.

Coaching Inside and Out worked with men, women, families and children at risk of offending, as well as people in prison and people with convictions in the community. The charity also coached staff working with its clients and families who support them.

CIAO's coaches enabled self-determined and sustainable change working with clients individually and in groups; as well as offering training for people to develop their own coaching skills. The charity's Coaching Circles model continued to help clients and staff in organisations we work with take a coaching approach and transform their impact with colleagues and clients.

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

1. Delivering coaching;
2. Challenging assumptions and advocating for the wider use of coaching;
3. Increasing the demand for coaching by commissioners;
4. Increasing the supply of coaching by organisations and individual coaches; and
5. Supporting others to coach (where CIAO cannot reach).

These activities all further the charity's purpose for the public benefit and were delivered using the following 'enablers':

1. **People** - CIAO's coaches deliver great coaching with excellent ongoing personal and organisational development.
2. **Money** - CIAO is a self-sustaining social enterprise with its coaching services fully funded by contracts.
3. **Commissioners (and the coaching services they invest in)** - Government and other organisations commission coaching from CIAO and other providers as they see the impact it makes helping people to identify their strengths and solve their own problems.
4. **Communication** - Clients, commissioners, coaches and others value what coaching does.
5. **Processes** - Making everything CIAO does as clear, simple and as human as possible, so that coaches can put their energy into great coaching.

The trustees have had regard to the Charity Commission's guidance on public benefit in managing the activities of the charity.

Coaching Inside and Out

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Trustees' Annual Report for the year ended 31 March 2024

THE DIFFERENCE CIAO MADE

CIAO is unusual and radical in its psychological depth: it gets to the root of why people feel 'stuck' and empowers them to move forward. It supports and challenges using thought-provoking questions to generate ideas and insights. It doesn't give advice or provide mentoring, instead it gives choice and responsibility with time and space to think.

CIAO's clients choose where to start and highly skilled coaches respond to their needs, including exploring three core questions:

What do you want to change?

Coaches question, rather than tell or advise. Clients realise they're in control of their own lives, as they choose where to start and they have the answers, not us. We don't know anyone else's life better than they do.

Who are you?

"It enables me to tap into my own resources and build on my strengths."

Exploring values and positive assets increases motivation and sense of direction:

Understanding yourself and others helps manage emotions and reduce violence and impulsiveness.

How are you holding yourself back?

Great coaching goes far beyond goals to break negative patterns and overturn the assumptions that stop people changing what they want.

Developing self-direction and problem-solving helps us make the most of our lives.

CIAO saw huge shifts in well-being, hope and participation that lead to improvements in many aspects of clients' lives as they got to the root of their problems, took responsibility, reduced the harm they do themselves and others, came off drugs, engaged with education, improved their housing and finances, got fit, got jobs, started their own businesses and looked for more ways to help others.

Coaching Circles have helped teams and individuals generate fresh ideas, deepen their understanding and get more out of themselves and others simply by asking questions. Coaching Circles give the space and structure to take turns using thought-provoking questions to explore something affecting one or all of the group. Sessions start with great coaching training to maximise the impact of addressing whatever people choose to bring (the action learning set element) and end with deep reflection about all they've learnt.

The charity's beneficiaries are far wider than those we coach and included clients' children, victims and the communities in which we and they all live. There was a multiplying ripple effect through clients' changed attitudes and behaviour. Follow ups showed clients helping others, inside and out, including working in the NHS and voluntary sector, becoming economically active and paying taxes, often for the first time.

ACHIEVEMENTS

NB

The 'Trustees' Annual Report' in the last Accounts for 2022/23 was for the year between our AGMs covering to the end of September 2023. However, this report now relates solely to the period covered by the Accounts themselves.

Providing coaching

CIAO's successful long-term strategy has been to have diverse sources of income with commercial contracts maintaining our essential core, so we have reliable independence for the charity's creative development and long-term impact.

However, as CIAO continues to operate in a challenging funding and commissioning environment with increasingly difficult national finances, in June 2023 the extreme uncertainty meant the Board decided to explore charitable funding while continuing to bid for contracts. As a result of this dual approach in December we were delighted to be awarded a Greater Manchester Probation Service contract and to hear we had secured National Lottery Awards for All funding for our work in Styal prison with the Foyle Foundation agreeing funding for our core.

The charity was born out of austerity and in response to a real unmet need. Conditions continuing to worsen made it even more remarkable that CIAO managed to deliver so much in times of real financial pressure, including developing, starting, maintaining and expanding a number of new services (including coaching in the schools as described below).

Coaching Inside and Out

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Trustees' Annual Report for the year ended 31 March 2024

These major new contracts are extraordinary recognition of the evidence people have seen of the impact of our innovative approach over the years in prisons and the community.

CLIENTS & COACHES

CIAO has coached 1,711 since we began in 2010 up until 31 March 2024 with 181 clients in that final year alone. The charity has recruited, trained and developed over 70 coaches. At the end of the year 33 coaches were available for coaching and 11 were actively delivering services with 6 more outstanding people recruited in March 2024 out of the 18 who applied.

Coaches and commissioners have continued to show great flexibility and patience in every service. Some coaches signed up to travel long-distances to fulfil our commitments and to meet the needs of our clients. Many also stepped up with very short notice and rearranged their other work when commissioners suddenly had a breakthrough signing off funding.

CIAO's coaches already have great skills and experience. They also really value sharing this and learning from others through the charity's excellent developed opportunities. Training on Shame and Restorative Approaches was back by popular demand (by a coach who worked for CIAO with people convicted of sexual offences in HMP Ashfield). We began a series of Diversity Workshops exploring different themes each time (we began with Crimes and then Age) using a format that taps into the expertise and experience of all CIAO's coaches. As well as the informal training and learning at social events, other more formal sessions included: 'Parallel Processing', 'Time to Think' and the essential annual Safeguarding refresher training. We also introduced thought-provoking CIAO Q&I (Questions & Ideas) evening sessions as a chance meet online with Clare and Karen (our Founder and Chair) for Question-asking & Ideas-sharing.

Alongside this, our commitment to developing coaches continued to include those who brought additional diversity and insight with experience of the criminal justice system themselves. CIAO worked to increase people's coaching experience and ability without them having to pay for coaching courses. The benefits to CIAO and our clients included energy and ideas, as well as great coaches with even wider and deeper perspectives.

The Support Team continues to increase our effectiveness and efficiency, so that we all do more of the work that has impact and meaning. Additional core funding for this essential background support is really appreciated. Great admin makes even greater things possible.

Thank you to all those involved in every way. What follows is why we all know it's worth it.

INSIDE...

The coaching format specially designed for **Achieve North West Connect** with cohorts of six prisoners in a mix of individual and group sessions was immediately recommissioned because of all it achieved thanks to the coaches' skill and determination. The ongoing work with Achieve in **HMP Styal** supported women's transitions in various forms, including from cells on the wing to more group interaction in the houses.

In **HMP/YOI Hindley** we also worked with young men near release who weren't engaging in the prison regime, many of whom were in gangs and harming themselves or others. Gang membership and security risks greatly added to the challenges (in one cohort three of them weren't allowed to be in the same room and two didn't leave the wing, so we did three different Intro sessions). Achieve saw how coaching *"frees young men up emotionally and mentally to move forward with a real culture change. They take responsibility and are held to account."* As the prison put it: *"CIAO is up there as one of the best training and employment aspects that we provide in the employment hub... it's changing their perceptions."* The impact was dramatic: someone who had never been out of custody for more than 2 weeks had been out for over 2 months and offered a job.

CIAO's coaching in **HMP Drake Hall** was extended by **Practice Plus Group**. The value was clear both inside and out in evaluation calls made to women released into the community who asked CIAO for follow up conversations. One woman exemplified what many told us: *"I have a voluntary position now working with a mental health support centre and hope to have a paid role in future... It gives me a real sense of purpose to give back and help people."*

CIAO is delighted that fundamental funding was secured for a full service to restart in **HMP Styal** with additional support and development to make it both sustainable and 'open all hours'. Additional funding applications will build on the potential of this opportunity.

Coaching Inside and Out

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... AND OUT

Greater Manchester Probation began a new coaching service in spring 2024 for men and women who've committed serious acquisitive offences such as robbery and burglary under Integrated Offender Management (IOM). This is lasting 15 months and was put out to tender after our extremely rapid and effective 10-week pilot two years ago for men who were anxious or depressed in just one borough.

CIAO also maintained contact with **Nottingham Probation** following our successful pilot with them around Personality Disorder.

Community coaching continues to include online Coaching Groups for staff as well as people who are in or have been through the system. **South West Probation** commissioned further Coaching Groups for Senior Probation Officers from all the offices throughout the whole of the SW region after they saw the difference the first ones made on so many levels.

"It has helped improve the quality of conversations that I am having with people and people have developed confidence in generating their own answers to issues as a result."

"I have also used it with people on Probation when I have been called in to deal with a problem. I have been amazed at how they responded, and we could move on in a more positive direction."

Coaching Groups were renamed Coaching Circles (as that captures the essence of how participants take it in turns to coach one another after learning how) when **South Central Probation** commissioned them for 120 of their staff in 20 sets after hearing of their impact in South West Probation.

CIAO continued to support the **Greater Manchester, Cheshire and Merseyside (GMMC) Young Adults (YAs) project** for those in custody or the community. YAs are one of the most complex, vulnerable and challenging groups with disproportionately high levels of violence and self-harm. This linked in with our coaching of Young Adults in HMP/YOI Hindley through Achieve above.

IT'S NEVER TOO EARLY

CIAO began work with 11+ year olds in **Dean Trust Ardwick** school (DTA) in the summer term thanks to funding from the **Department for Education** through **Manchester City Council** (one of 10 national SAFE taskforce pilots in serious violence hotspots "to protect young people at risk of truancy and from being permanently excluded"). All other schools have mentors but Manchester included coaches after a CIAO presentation at a Greater Manchester Combined Authority (GMCA) event showcased the work completed with Salford Youth Justice Service (YJS) and with girls who've committed violent crime across Greater Manchester funded by the Violence Reduction Unit (VRU).

A student being 'removed' from classes 5 times a week reduced this to just once in 5 weeks because: "Before coaching I thought no one was on my side." Changes in attitude, thinking and behaviour also improved other relationships in school and out.

As a result of the coaches' impact from their very first day, CIAO also began coaching in two other Manchester schools (**Co-op Academy Belle Vue** and **Didsbury High School**) in the new school year. This recommissioning and expansion is until summer 2025.

School staff also benefited from CIAO's Coaching Circles adapted by a coach for 18 pastoral and inclusion staff across two sessions at an Inset Day.

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CIAO DOES SO MUCH MORE THAN COACH

Raising public awareness of the effectiveness of coaching &
Providing support, training, development and consultancy to increase its availability

Our focus remains on the coaching itself but we've still found time and energy to share what CIAO does more widely, both formally and through coaches having numerous conversations with friends and strangers within the criminal justice system and outside it. Evaluation processes to show coaching's impact were maintained by all CIAO's services, with the national schools' work pilot also being evaluated nationally.

CIAO has fed into numerous reviews and consultations as well as being invited to more social events such as the Social Enterprise UK awards. We've been interviewed by policy people, hosted visits, attended events such as The Centre for Social Justice (CSJ) Big Listen North West and fed into further research through Clinks and others. We spoke online and in person e.g. running workshops at the end of project event with regional and national attendees in September for the Greater Manchester, Cheshire and Merseyside (GMMC) Young Adults (YAs) project for those in custody or the community, speaking at Achieve's Celebration Event and addressing Cambridge University Laidlaw Scholars.

This proactive outreach was reinforced by a website refresh to help those who are curious about all we do (and have done) find out more through the menus about our 'Publications and Impact', descriptions for 'Commissioners', and a welcome for 'CIAO Clients' on the front page, as we put them first. More work is underway to make this even more helpful.

PLANS FOR THE FUTURE

Coaching Inside and Out is now in our 15th year and preparing for its 15th anniversary celebrations in October 2025 (after our 10th birthday celebrations in 2020 were severely affected by the coronavirus).

As well as writing about our increasingly wide range of clients, fabulous coaches and commissioners across all stages of the criminal justice system and beyond; we shall use other media and diverse ways to illustrate all we have seen and done. We have many stories to tell that can help people looking to do similar work as well as all those interested in people and the power of coaching. This will include curating and sharing the wealth of resources built up from all our learning with a wide variety of voices capturing the magic of coaching over those years.

We'll further evaluate the impact of our first decade and a half with the increases in well-being, hope and participation; as well as across a range of more concrete areas such as relationships, work and housing. As always, we shall gather and share stories of the changes in clients' lives and the social impact linked to this, as we have done since we began in 2010.

Coaching Inside and Out

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Trustees' Annual Report for the year ended 31 March 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Coaching Inside and Out's trustees have a fiduciary responsibility and provide strategic oversight and direction. They are all volunteers and receive no remuneration or financial benefits. Three former trustees (Professor Chris Fox, Helen McFarlane and Liz Cross) remain as advisers to ensure continuity and ready access to their expertise in support of the current trustees.

The Board has quarterly Board meetings and a 'Delegation Framework' outlining responsibilities for functions and tasks, including delegated payment authority limits.

CIAO's Support Team exists to enable the coaches and service coordinators to provide the best coaching possible for all our clients and commissioners.

The Support Team continues to include the Founder (combining the roles of Head of Delivery and Head of Development with operational control and accountability) and the Head of Business Support. The Head of Business Support focuses on finances, data, policies, legal elements and making admin efficient and easy for the coaches; while the Founder focuses on our great coaching services and leads on internal and external development. The whole of CIAO is also strengthened by the operational quality assurance that Jules Roberts brings as a Coach, Coordinator and Supervisor. The three of them enjoy working closely with others with delivery distributed collaboratively across a number of Coordinators. This increases resilience, reduces the risks and brings a richness and breadth.

Everyone works part-time and is self-employed, which keeps CIAO in a strong position to react and create whatever structure the evolving future requires with various new and existing services.

TRUSTEE RECRUITMENT AND APPOINTMENT

Trustees are normally recruited through a range of methods (including online advertising and social networks, as well as word of mouth) with an interactive recruitment event, involving Board members and coaches, followed by individual interviews.

This year the Board chose to appoint Evelyn Asante-Mensah OBE without the usual recruitment process as there was a need for her experience within CIAO and she has been involved with the charity from its very beginning. She was interviewed by the Chair and other Board members who welcomed her great expertise as Chair of the Pennine Care NHS Foundation Trust with senior level experience in health, education and housing for over 25 years, as well as working in the voluntary and community sectors.

Trustees are appointed by majority vote for three-year terms and can be re-appointed twice.

Coaching Inside and Out

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Trustees' Annual Report for the year ended 31 March 2024

FINANCIAL REVIEW

The charity's financial position at the end of the year ended 31 March 2024

The financial position of the charity at 31 March 2024 and comparatives for the prior period, as more fully detailed in the accounts, can be summarised as follows:

	2024	2023
	£	£
Net income	<u>3,307</u>	<u>(63,573)</u>
Unrestricted Revenue Funds available for the general purposes of the charity	32,348	29,041
Total Funds	<u>32,348</u>	<u>29,041</u>

Coaching Inside and Out

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Trustees' Annual Report for the year ended 31 March 2024

The trustees are pleased to see the efforts of all involved are reflected not just in the way CIAO's clients improve their own lives and lives of others, but also in the charity delivering its services efficiently as well as effectively. This resulted in a surplus in the period of £3,307 with reserves of £32,348 enabling the great work to continue.

CIAO's income is finally back up to pre-pandemic levels after three years in which we chose to deliver coaching in prisons delayed by Covid lockdowns even though commissioners no longer required us to use the funding for that. However, coaching those who rarely have access to this life-changing opportunity is why we exist, so delivering those essential services was clearly the right decision for the charity to make.

RESERVES AND RISKS

CIAO aims to retain undesignated reserves at a level of three months' running costs. Three months' running costs give a margin for risks (such as a commissioner defaulting on a payment) and reflect the structure of the organisation with low fixed costs through flexible contracting and no directly employed staff, as well as relatively small contractual responsibilities and liabilities to contractors. CIAO is looking to build a higher level of reserves as the future remains very uncertain and there is a need for greater working capital as we scale up to take on larger contracts.

The major risks to which the charity is exposed have been identified and reviewed by the trustees with systems or procedures established to manage and mitigate those risks. These are reviewed quarterly at every Board meeting in response to news and discussions, with constant updating by the Support Team as issues arise.

THANKS

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

In particular we would like to thank:

- Two new charitable funders: The Foyle Foundation and The National Lottery Community Fund; as well as another funder who has been a great supporter over the years who prefers to remain anonymous
- Our commissioners and their staff, who enable us to reach our clients;
- Our Board and Advisors, who generously give their expertise and expertise; and
- CIAO's extraordinary coaches and their clients who do the really hard work.

Bankers: **Cooperative Bank, Business, PO Box 250, Skelmersdale, WN8 6WT**

Accountants: **Adding Value Consultancy, Studio 6, Bluecoat Chambers, Liverpool, L1 3BX**

Coaching Inside and Out

Company Registration Number - 8453619

Trustees' Annual Report for the year ended 31 March 2024

Availability and adequacy of assets of each of the funds

The board of trustees is satisfied that the charity's assets in each fund are available and adequate to fulfil its obligations in respect of each fund.

Details of The Independent Examiner

Matthew Brown
Member of CPFA
Bluecoat Chambers
School Lane
Liverpool
Merseyside
L1 3BX

Statement of the Directors' and Trustees' Responsibilities

The charity's Trustees are responsible for the preparation of the accounts in accordance with the terms of the Companies Act 2006, the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008. Notwithstanding the explicit requirement in the extant statutory regulations, the Charities (Accounts and Reports) Regulations 2008, to prepare the financial statements in accordance with the SORP 2005, in view of the fact that the SORP 2005 has been withdrawn, the Trustees determined to interpret this responsibility as requiring them to follow current best practice and prepare the accounts according to the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP).

In particular, the Companies Act 2006, and charity law require the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity. In preparing those financial statements the Board is required to:

- to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).
- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate; to presume that the charity will continue in business;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;

The law requires that the Trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for the year.

The Trustees are also responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which are sufficient to show and explain the charity's transactions and enable them to ensure that the financial statements comply with the Companies Act 2006 and comply with regulations made under the Charities Act. 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.

The Trustees are also responsible for the contents of the Trustees' report, and the statutory responsibility of the Independent Examiner in relation to the Trustees' report is limited to examining the report and ensuring that, on the face of the report, there are no material inconsistencies with the figures disclosed in the financial statements.

Coaching Inside and Out

Company Registration Number - 8453619

Trustees' Annual Report for the year ended 31 March 2024

Method of preparation of accounts - small company provisions

The financial statements are set out on pages 14 to 16.

The financial statements have been prepared implementing the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), and in accordance with the Financial Reporting Standard 102, (effective 1st January 2016)

These financial statements have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006. applicable to companies subject to the small companies' regime.

This report was approved by the board of trustees on 28 October 2024.

A handwritten signature in black ink, appearing to read 'K Ainsworth', written in a cursive style.

KAREN AINSWORTH

Chair, Director and Trustee

Coaching Inside and Out

Company Registration Number - 8453619

Report of the Independent Examiner to the Trustees of the charitable company on the accounts for the year ended 31 March 2024

I report to the Trustees on my examination of the financial statements of the charitable company on pages 14 to 25 for the year ended 31 March 2024 which have been prepared in accordance with the Charities Act 2011 (the Act) and with the Financial Reporting Standard 102, (effective 1st January 2016) as modified by FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), published by the Charity Commission in England & Wales (CCEW) , and under the historical cost convention and the accounting policies set out on page 17.

Respective responsibilities of the Trustees and the Independent Examiner and the basis of the report

As described on page 9, you, the charitable company's Trustees, who are also the Directors of the Company for the purposes of Company law, are responsible for the preparation of the financial statements in accordance with the Companies Act 2006, the Charities Act 2011 and all other applicable law and with United Kingdom Generally Accepted Accounting Practice, applicable to smaller entities, and for being satisfied that the financial statements give a true and fair view.

The Trustees consider that the audit requirement of Section 144(1) of the Charities Act 2011 (the Act) does not apply, and that there is no requirement in the memorandum and articles of the charity for the conducting of an audit, and that the accounts do not require an audit in accordance with Part 16 of the Companies Act 2006 and that no member or members have requested an audit pursuant to Section 476 of the Companies Act 2006. As a consequence, the Trustees have elected that the financial statements be subject to independent examination.

Having satisfied myself that the financial statements are not required to be audited under any legal provision, or otherwise, and are eligible for independent examination, it is my responsibility to:

- a) examine the financial statements of the charity under Section 145 of the Act;
- b) follow the applicable procedures in the Directions given by the Charity Commission under section 145(5)(b) of the Act.

Basis of Independent Examiner's Statement and scope of work undertaken

I report in respect of my examination of the charity's financial statements carried out under s145 of the Act. In carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act setting out the duties of an independent examiner in relation to the conducting of an independent examination. An independent examination includes a review of the accounting records kept by the charitable company and of the accounting systems employed by the charitable company and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you, as Trustees, concerning such matters. The purpose of the examination is to establish as far as possible that there have been no breaches of charity legislation and that, on a test basis of evidence relevant to the amounts and disclosures made, the financial statements comply with the SORP.

The procedures undertaken do not provide all the evidence that would be required in an audit, and information supplied by the Trustees in the course of the examination is not subjected to audit tests or enquiries and does not cover all the matters that an auditor would consider in arriving at an opinion. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide

Consequently, I do not express an audit opinion on the view given by the financial statements, and in particular, I express no opinion as to whether the financial statements give a true and fair view of the affairs of the charity, and my report is limited to the matters set out in the statement below.

I planned and performed my examination so as to satisfy myself that the objectives of the independent examination are achieved and before finalising the report I obtained written assurances from the Trustees of all material matters.

Independent Examiner's Statement, Report and Opinion

Subject to the limitations upon the scope of my work as detailed above, I have completed my examination: and can confirm that:

The accounts of this charitable company are not required to be audited under Part 16 of the Companies Act 2006;

This is a report in respect of an examination carried out under 145 of the Act and in accordance with Directions given by the Charity Commission under section 145(5)(b) of the Act which may be applicable;

and that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charity as required by Section 386 of the Companies Act 2006 and Section 130 of The Charities Act 2011; the financial statements do not accord with those records; or
- the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view, which is not a matter considered as part of an independent examination
- have not been prepared in accordance with the methods and principles set out in the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Signed:

A handwritten signature in blue ink, consisting of the letters 'MB' followed by a long horizontal stroke.

Matthew Brown
Independent Examiner

Coaching Inside and Out

Company Registration Number - 8453619

Coaching Inside and Out - Statement of Financial Activities for the year ended 31 March 2024

Statement of Financial Activities (including the Income and Expenditure Account for the year ended 31 March 2024, as required by the Companies Act 2006)

	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024	2024	2024	2023
	£	£	£	£
Income & Endowments from:				
Donations	12,500	400	12,900	7,500
Charitable activities	133,026	-	133,026	36,864
Total income	145,526	400	145,926	44,364
Expenditure on:				
Charitable activities	142,219	400	142,619	107,937
Total expenditure	142,219	400	142,619	107,937
Net income for the year	3,307	-	3,307	(63,573)
Net income after transfers	3,307	-	3,307	(63,573)
Net movement in funds	3,307	-	3,307	(63,573)
Reconciliation of funds:				
Total funds brought forward	29,041	-	29,041	92,614
Total funds carried forward	32,348	-	32,348	29,041

The 'SORP Ref' indicated above is the classification of income set out in the formal SORP documents. As required by paragraph 4.60 of the SORP, the brought forward and carried forward funds above have been agreed to the Balance Sheet.

A separate Statement of Total Recognised Gains and Losses is not required as this statement includes all recognised gains and losses.

All the prior year transactions were unrestricted items, and no further analysis is required.

All activities derive from continuing operations.

The notes attached on pages 17 to 25 form an integral part of these accounts.

Coaching Inside and Out

Company Registration Number – 8453619

Statement of Financial Activities for the year ended 31 March 2024

Movements in revenue and capital funds for the year ended 31 March 2024

Revenue accumulated funds

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Last year Total Funds 2023 £
Accumulated funds brought forward	29,041	-	29,041	92,614
Recognised gains and losses before transfers	3,307	-	3,307	(63,573)
	32,348	-	32,348	29,041
Closing revenue funds	32,348	-	32,348	29,041
Summary of funds	Unrestricted and Designated funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Last Year Total Funds 2023 £
Revenue accumulated funds	32,348	-	32,348	29,041

Income and Expenditure Account for the year ended 31 March 2024 as required by the Companies Act 2006

	2024 £	2023 £
Income		
Income from operations	145,926	44,364
Investment income	-	-
Gross income in the year before exceptional items	145,926	44,364
Gross income in the year including exceptional items	145,926	44,364
Expenditure		
Charitable expenditure, excluding depreciation and amortisation	141,719	107,937
Governance costs	900	-
Realised losses on disposals of social investments which are programme related	-	-
Total expenditure in the year	142,619	107,937
Net income before tax in the financial year	3,307	(63,573)
Tax on surplus on ordinary activities	-	-
Net income after tax in the financial year	3,307	(63,573)
Retained surplus for the financial year	3,307	(63,573)

All activities derive from continuing operations.

In accordance with the provisions of the Companies Act 2006, the headings and subheadings used in the Income and Expenditure account have been adapted to reflect the special nature of the charity's activities.

The notes attached on pages 17 to 25 form an integral part of these accounts.

Coaching Inside and Out

Company Registration Number - 8453619

Balance Sheet as at 31 March 2024

	Notes	2024 £	2023 £
Current assets			
Debtors	8	36,061	7,500
Cash at bank and in hand		63,232	24,120
Total current assets		<u>99,293</u>	<u>31,620</u>
Creditors: amounts falling due within one year	9	<u>(66,945)</u>	<u>(2,579)</u>
Net current assets		32,348	29,041
The total net assets of the charity		<u>32,348</u>	<u>29,041</u>

The total net assets of the charity are funded by the funds of the charity, as follows:

Unrestricted Funds

Unrestricted Revenue Funds	13	32,348	29,041
Total charity funds		<u>32,348</u>	<u>29,041</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The charity is subject to Independent Examination under charity legislation, and the report of the Independent Examiner is on page 12.

The financial statements have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006, applicable to companies subject to the small companies' regime.



KAREN AINSWORTH

Chair, Director and Trustee

Approved by the Board of Trustees on 28 October 2024

The notes attached on pages 17 to 25 form an integral part of these accounts.

Notes to the Accounts for the year ended 31 March 2024

1 Accounting policies

Policies relating to the production of the accounts.

Basis of preparation and accounting convention

The accounts have been prepared on the accruals basis, under the historical cost convention, and in accordance with the Financial Reporting Standard 102, (effective 1st January 2016) and 'FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), published by the Charity Commission in England & Wales (CCEW) , and in accordance with all applicable law in the charity's jurisdiction of registration, except that the charity has prepared the financial statements in accordance with the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2019, applicable to all accounting periods beginning on or after 1st January 2019), (The SORP), in preference to the previous SORP, the SORP 2005, which has been withdrawn, notwithstanding the fact that the extant statutory regulations, the Charities (Accounts and Reports) Regulations 2008 refer explicitly to the SORP 2005. This has been done to accord with current best practice.

Going Concern

There are no uncertainties about going concern.

Risks and future assumptions

The charity is a public benefit entity.

Policies relating to categories of income and income recognition.

Accounting for deferred income and income received in advance

Where terms and conditions relating to income have not been met or uncertainty exists as to whether the charity can meet any terms or conditions otherwise within its control, income is not recognised but is deferred as a liability until it is probable that the terms or conditions imposed can be met.

Any grant that is subject to performance-related conditions received in advance of delivering the goods and services required by that condition or is subject to unmet conditions wholly outside the control of the recipient charity, is accounted for as a liability and shown on the balance sheet as deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met.

When income from a grant or donation has not been recognised due to the conditions applying to the gift not being wholly within the control of the recipient charity, it is disclosed as a contingent asset if receipt of the grant or donation is probable once those conditions are met.

Where time-related conditions are imposed or implied by a funder, then the income is apportioned to the time periods concerned and, where applicable, is accounted for as a liability and shown on the balance sheet as deferred income. When grants are received in advance of the expenditure on the activity funded by them, but there are no specific time related conditions, then the income is not deferred.

Any condition that allows for the recovery by the donor of any unexpended part of a grant does not prevent recognition of the income concerned, but a liability to any repayment is recognised when repayment becomes probable.

Recognition of liabilities and expenditure

A liability, and the related expenditure, is recognised when a legal or constructive obligation exists as a result of a past event, and when it is more likely than not that a transfer of economic benefits will be required in settlement, and when the amount of the obligation can be measured or reliably estimated.

Liabilities arising from future funding commitments and constructive obligations, including performance-related grants, where the timing or the amount of the future expenditure required to settle the obligation are uncertain, give rise to a provision in the accounts, which is reviewed at the accounting year end. The provision is increased to reflect any increases in liabilities and is decreased by the utilisation of any provision within the period and reversed if any provision is no longer required. These movements are charged or credited to the respective funds and activities to which the provision relates.

Notes to the Accounts for the year ended 31 March 2024

Policies relating to assets, liabilities and provisions and other matters.

Debtors

Debtors are measured at their recoverable amounts at the balance sheet date.

Creditors and provisions

Creditors and provisions are measured at their due amounts at the balance sheet date.

Cash and bank balances

Cash held by the charity is included at the amount held and counted at the year end. Bank balances, whether in credit or overdrawn, are shown at the amounts properly reconciled to the bank statements.

Fund Accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Restricted funds are subject to restrictions on their expenditure imposed by the donor or as implied by law.

There are no designated funds.

There are no endowment funds.

2 Liability to taxation

The Trustees consider that the charity satisfies the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively on the specific charitable objects of the charity and for no other purpose.

3 Winding up or dissolution of the charity

If upon winding up or dissolution of the charity there remain any assets, after the satisfaction of all debts and liabilities, the assets represented by the accumulated fund shall be transferred to some other charitable body or bodies having similar objects to the charity.

4 Significance of financial instruments to the charity's position

There are no significant implications of such matters.

No employees received emoluments (excluding pension costs) in excess of £60,000 per annum.

5 Remuneration and payments to Trustees and persons connected with them

No trustees or persons connected with them received any remuneration from the charity, or any related entity.

Notes to the Accounts for the year ended 31 March 2024

6 Deferred income - Unrestricted and Designated funds

Current Year

	Opening Deferrals	Released from prior years	Received less released in year	Deferred at year end
	£	£	£	£
HMPPS (Probation Service South Central Region)	-	-	22,260	22,260
Total	-	-	22,260	22,260

	2024 £	2023 £
These deferrals are included in creditors	22,260	-

7 Deferred income - Restricted funds

Current Year

	Opening Deferrals	Released from prior years	Received less released in year	Deferred at year end
	£	£	£	£
The National Lottery Community Fund	-	-	19,963	19,963
Total	-	-	19,963	19,963

	2024 £	2023 £
These deferrals are included in creditors	19,963	-

8 Debtors

	2024 £	2023 £
Trade debtors	30,840	7,500
Prepayments and accrued income	5,221	-
Total	36,061	7,500

9 Creditors: amounts falling due within one year

	2024 £	2023 £
Accruals	14,269	-
Deferred Income - Unrestricted & designated funds	22,260	-
Deferred Income - Restricted funds	19,963	-
Other taxes and social security costs	10,453	2,579
Total	66,945	2,579

Coaching Inside and Out
Company Registration Number - 8453619

Notes to the Accounts for the year ended 31 March 2024

10 Income and Expenditure account summary

	2024 £	2023 £
At 1 April 2023	29,041	92,614
Surplus after tax for the year	3,307	(63,573)
At 31 March 2024	32,348	29,041

11 No related party transactions

There were no transactions with related parties in the year.

12 Particulars of how particular funds are represented by assets and liabilities

At 31 March 2024	Unrestricted funds £	Designated funds £	Restricted funds £	Total Funds £
Current Assets	99,293	-	-	99,293
Current Liabilities	(46,982)	-	(19,963)	(66,945)
	52,311	-	(19,963)	32,348

At 1 April 2023	Unrestricted funds £	Designated funds £	Restricted funds £	Total Funds £
Current Assets	31,620	-	-	31,620
Current Liabilities	(2,579)	-	-	(2,579)
	29,041	-	-	29,041

13 Change in total funds over the year as shown in Note 12, analysed by individual funds

	Funds brought forward from 2023 £	Movement in funds in 2024 £	Transfers between funds in 2024 £	Funds carried forward to 2025 £
		See Note 14		
Unrestricted and designated funds:				
Unrestricted Revenue Funds	29,041	3,307	-	32,348
Total unrestricted and designated funds	29,041	3,307	-	32,348
Total charity funds	29,041	3,307	-	32,348

Coaching Inside and Out
Company Registration Number - 8453619

Notes to the Accounts for the year ended 31 March 2024

14 Analysis of movements in funds over the year as shown in Note 13

	Income	Expenditure	Other Gains & Losses	Movement in funds
	2024	2024	2024	2024
	£	£	£	£
<i>Unrestricted and designated funds:</i>				
Unrestricted Revenue Funds	145,526	(142,219)	-	3,307
<i>Restricted funds:</i>				
The National Lottery Community Fund	400	(400)	-	-
	145,926	(142,619)	-	3,307

15 The purposes for which the funds as detailed in note 13 are held by the charity are:

Unrestricted and designated funds:

Unrestricted Revenue Funds

These funds are held for the meeting the objectives of the charity, and to provide reserves for future activities, and, subject to charity legislation, are free from all restrictions on their use.

Restricted funds:

The National Lottery Community Fund

Coaching women in Styal prison and developing their coaching ability.

16 Ultimate controlling party

The charity is under the control of its legal members.

Every member of the charity is obliged to contribute such amount as may be required not exceeding £10 to the assets of the company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

Coaching Inside and Out
Company Registration Number - 8453619

Notes to the Accounts for the year ended 31 March 2024

This analysis is classified by conventional nominal descriptions and not by activity.

17 Donations, Grants and Legacies

	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Donations and gifts from individuals				
Anonymous donation	5,000	-	5,000	7,500
Total donations and gifts from individuals	5,000	-	5,000	7,500
	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Revenue grants from government and public bodies				
The National Lottery Community Fund	-	400	400	-
Total public sector revenue grants	-	400	400	-
	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Revenue grants and donations from Non-public bodies				
The Foyle Foundation	7,500	-	7,500	-
Total private sector revenue grants	7,500	-	7,500	-
Total Donations, Grants and Legacies	12,500	400	12,900	7,500

Coaching Inside and Out
Company Registration Number - 8453619

Notes to the Accounts for the year ended 31 March 2024

18 Charitable income from funders

	Current year	Current year	Current year	Prior Year
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2024 £	2024 £	2024 £	2023 £
Contractual payments from public bodies to fund charitable activities				
Local Authority and Government Funding	111,110	-	111,110	36,864
Total contractual payments from public bodies	111,110	-	111,110	36,864

Coaching Inside and Out
Company Registration Number - 8453619

Notes to the Accounts for the year ended 31 March 2024

	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Contractual payments from non-public bodies to fund charitable activities				
Not for profit contracts	21,916	-	21,916	-
Total contractual payments from non-public bodies	21,916	-	21,916	-
	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Current year - income from funders	133,026	-	133,026	36,864
19 Total Income from charitable activities				
<i>Current year</i>	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Income from funders	133,026	-	133,026	36,864
Total from charitable activities	133,026	-	133,026	36,864
20 Expenditure on charitable activities - Direct spending				
<i>Current Year</i>	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Coaching and Founder costs	108,920	400	109,320	107,937
Coaching travel costs	5,053	-	5,053	-
Supervision	1,450	-	1,450	-
Total direct spending	115,423	400	115,823	107,937

Coaching Inside and Out
Company Registration Number - 8453619

Notes to the Accounts for the year ended 31 March 2024

21 Support costs for charitable activities

<i>Current Year</i>	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
<i>Employee costs not included in direct costs</i>				
Business support	22,900	-	22,900	-
<i>Premises Expenses</i>				
Room Hire and refreshments	347	-	347	-
<i>Administrative overheads</i>				
Office supplies and services	336	-	336	-
Business insurance	832	-	832	-
Training	300	-	300	-
Regulation and certification	1,058	-	1,058	-
<i>Professional fees paid to advisors other than the auditor or examiner</i>				
Accountancy fees other than examination or audit fees	123	-	123	-
Support costs allocated to charitable trading costs	25,896	-	25,896	-

22 Other Expenditure - Governance costs

<i>Current Year</i>	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Independent Examiner's fees	900	-	900	-
Total Governance costs	900	-	900	-

23 Total Charitable expenditure

<i>Current Year</i>	Current year Unrestricted Funds	Current year Restricted Funds	Current year Total Funds	Prior Year Total Funds
	2024 £	2024 £	2024 £	2023 £
Total direct spending	115,423	400	115,823	107,937
Total support costs	25,896	-	25,896	-
Total governance costs	900	-	900	-
Total charitable expenditure	142,219	400	142,619	107,937

All the expenditure in the prior year was unrestricted.

Accounts



**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE
ACCOUNTS
31 MARCH 2023**

COMPANY REGISTRATION NUMBER 8453619

CHARITY REGISTRATION NUMBER 1153349

DOWNHAM MAYER CLARKE LIMITED

Chartered Accountants

41 Greek Street
Stockport
Cheshire
SK3 8AX

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

ACCOUNTS

YEAR ENDED 31 MARCH 2023

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

ACCOUNTS

YEAR ENDED 31 MARCH 2023

Chair's Foreword

As a relative newcomer to CIAO, joining the Board in March 2022, becoming a trustee in October 2022 and taking on the role of Chair in March 2023 I have been reliant on the support of Clare McGregor, Founder and Head of Delivery and Development, Ben Amponsah, Vice Chair, with a long tenure as a trustee and coach with CIAO, and Lisa Jenkins, Head of Business Support, all helping me to get to grips with CIAO. I also want to thank Liz Cross, my predecessor, for her guidance and support during 2022 as I prepared to take on this role; because of the great mentoring I have received and the experience I bring from other professional and non-executive roles I am confident that using my own style and strengths I can deliver what is needed and expected of me.

Liz and two other former trustees (Professor Chris Fox and Helen McFarlane) will remain as advisers to ensure continuity and ready access to their expertise in support of the four current trustees. Many thanks to them and to Annette Hennessy and Jason Ridley for all they have given over many years. Stability is important and the Board has established a quarterly meeting cycle plus further 'themed' meetings and strategic discussion when needed. This approach is working well and contributions from all trustees are constructive and appropriately challenging.

All this change has happened at a time when CIAO has experienced what can only be described as a rollercoaster year, ending, I am pleased to report, on a high point. Some of you may be familiar with the term VUCA world; Volatile, Uncertain, Complex and Ambiguous. Like many other businesses across the social enterprise and charity sector we are managing during turbulent times. This has been exciting at one extreme as well as 'scary' at another; everyone in the charity has pulled together and I am proud to share that CIAO has a number of significant contracts and services that both sustain the business and more importantly enable us to continue to deliver much needed coaching.

Day to day activity has continued throughout and, as I reflect on my first six months as Chair, I feel privileged to be part of an organisation that continually demonstrates energy and tenacity to ensure our services reach those in greatest need. I particularly want to mention the new Manchester City Council's SAFE Taskforce pilot in high schools which has already been recommissioned and expanded to two years, coaching 11-12 year olds who are at risk of exclusion, serious youth violence and becoming involved with the criminal justice system. This is where real and sustainable change has the best chance of early success and our partners have recognised the power and impact of coaching for young people.

CIAO aficionados already know about our pioneering work in prison, including in Styal where it all began. The evaluation and feedback from those being coached in prison and wanting to continue to access coaching on their release, describes and evidences the real difference coaching has made to real people in words that professionals cannot ignore. This is why we do what we do and why we will continue to promote coaching as integral to long-term change in our society.

On a practical note, I have also been impressed by the quality of the continuous professional development CIAO offers to support coaches and attending these events has introduced me to some of our people delivering on the frontline. CIAO is only as good as our coaches and I am assured that our reputation is safe in their hands. Huge thanks to everyone working with and supporting our charity.



Karen Ainsworth, Chair of the Board

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

The trustees, who are also directors for the purposes of company law, present their report and the unaudited accounts of the charity for the year ended 31 March 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

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

The directors

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

Karen Ainsworth	Appointed 21 October 2022	Chair
Ben Geoffrey Amponsah	Appointed 20 May 2019	Director
Stewart Charles Timothy Brown	Appointed 21 October 2022	Director
Christopher Fox	Appointed 1 August 2016 Resigned 20 March 2023	Director
Elizabeth Anne Cross	Appointed 20 March 2013 Resigned 31 March 2023	Director
John Dunleavy	Appointed 21 October 2022	Director
Helen Rhys McFarlane	Appointed 20 May 2019 Resigned 21 October 2022	Director
Annette Hazel Hennessy	Appointed 15 May 2017 Resigned 21 October 2022	Director
Ian Jason Ridley	Appointed 20 September 2021 Resigned 20 March 2023	Director

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

The trustees of Coaching Inside and Out (CIAO) present their annual report and independently examined accounts for the period ended 31 March 2022 and confirm they comply with the requirements of the Charities Act 1993, as amended by the Charities Act 2006, the trust deed and the Charities SORP 2005.

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

TRUSTEES

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

Karen Ainsworth	Appointed 21 October 2022	Chair
Ben Geoffrey Amponsah	Appointed 20 May 2019	Director
Stewart Charles Timothy Brown	Appointed 21 October 2022	Director
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Elizabeth Anne Cross	Appointed 20 March 2013 Resigned 31 March 2023	Director
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Annette Hazel Hennessy	Appointed 15 May 2017 Resigned 21 October 2022	Director
Ian Jason Ridley	Appointed 20 September 2021 Resigned 20 March 2023	Director

CIAO'S CHARITABLE COMPANY OBJECTS

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

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

ACTIVITIES AND OBJECTIVES

Coaching Inside and Out continues to work with men, women, families and children at risk of offending, as well as people in prison and people with convictions in the community. CIAO has recruited, trained and developed over 65 coaches to enable self-determined and sustainable change working with clients individually and in groups; as well as offering training for people to develop their own coaching skills.

Things can be different and people can change their own lives. It's never too early and never too late.

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

- Delivering coaching;
- Challenging assumptions and advocating for the wider use of coaching;
- Increasing the demand for coaching by commissioners;
- Increasing the supply of coaching by organisations and individual coaches; and
- Supporting others to coach (where CIAO cannot reach).

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

CIAO is unusual and radical in its psychological depth: it gets to the root of why people feel ‘stuck’ and empowers them to move forward. It supports and challenges using thought-provoking questions to generate ideas and insights. It doesn’t give advice or provide mentoring, instead it gives choice and responsibility within essential time and space to think.

CIAO’s clients choose where to start and highly skilled coaches respond to their needs, including exploring three core questions:

What do you want to change?

Coaches question, rather than tell or advise. Clients realise they’re in control of their own lives, as they choose where to start and they have the answers, not us.

We don’t know anyone else’s life better than they do.

Who are you?

“It enables me to tap into my own resources and build on my strengths.”

Exploring values and positive assets increases motivation and sense of direction:

Understanding yourself and others helps manage emotions and reduce violence and impulsiveness.

How are you holding yourself back?

Great coaching goes far beyond goals to break negative patterns and overturn the assumptions that stop people changing what they want.

Developing self-direction and problem-solving helps us make the most of our lives.

CIAO sees huge shifts in well-being, hope and participation that lead to improvements in many aspects of clients’ lives as they get to the root of their problems, take responsibility, reduce the harm they do themselves and others, come off drugs, engage with education, improve their housing and finances, get fit, get jobs, start their own businesses and look for more ways to help others.

The model for Coaching Groups CIAO developed in response to pandemic lockdowns remains central to how we help clients and staff in organisations we work with take a coaching approach. This simple tool has helped teams and individuals generate fresh ideas, deepen their understanding and get more out of themselves and others simply by asking questions. Coaching Groups give the space and structure to take turns using thought-provoking questions to explore something affecting one or all of the group. Sessions start with great coaching training to maximise the impact of addressing whatever people choose to bring (the action learning set element) and end with deep reflection about all they’ve learnt.

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission’s general guidance on public benefit. We do not see any detriment or harm that might arise from our objectives or activities.

Some may think we should focus on victims of crime, however our clients have often both committed and been victims of crime. We also believe the people we coach can not only reduce their own offending but also help prevent crime in future, thereby reducing the number of victims.

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

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

ACHIEVEMENTS

CIAO has now coached over 1,500 clients since we began in 2010. Within this it coached 179 clients between the AGMs in 2022 and 2023, which is 40% more than last year. The continued increase reflects new services as well as fulfilling existing contracts despite other organisations still suffering a significant ongoing impact of Covid with staff absences and huge workloads.

Coaches and commissioners have continued to show great flexibility and patience in every service, including those coaches waiting to be allocated clients. Some coaches have signed up to traveling long-distances to fulfil our commitments to commissioners and to meet the needs of our clients. Many also stepped up with very short notice and rearranged their other work when commissioners suddenly had a breakthrough signing off funding. The hardest thing is just when we cannot coach at all.

We remain grateful to the commitment of everyone who contributes to CIAO's following 'enablers' of People, Money, Commissioners, Communication and Processes that make everything we do happen.

As ever, the numbers in the Accounts at the end are for the financial year 2022/23 but the words and numbers in this Annual Report are for the year between our AGMs, taking us right up to the end of September 2023.

i. People

CIAO's coaches deliver great coaching with excellent ongoing personal and organisational development.

CIAO recruited three more excellent coaches including two who responded to last year's call for trustees and supervisors. The recruitment event went back to being online, not least as it included people in India and Mexico and was a marathon with interviews late that evening and early the next day. The bar to become a CIAO coach remains incredibly high and we are as grateful as ever to all involved. We are particularly pleased that the new cohort adds to the rich perspective that having been through the Criminal Justice System yourself brings.

Our four new specially trained and highly experienced supervisors have been warmly welcomed and add energy and insights with every conversation they have in supervision and out.

Training continues to entertain and inform from the induction training: *"It's amazing all the layers the more you get into it!"* through to the annual refreshers exploring the essential elements that keep everyone safe. This year we were very lucky to have session on 'Speech, language and communication difficulties with our clients' led by a "Highly Specialist Speech & Language Therapist" in the NHS (that's literally her Job Title) and to have training on Shame and Restorative Approaches back by popular demand (with Charley Crowther who previously worked for CIAO in HMP Ashfield). Internally we've begun an ongoing series of Diversity Workshops that are exploring different themes each time (we began with Crimes and then Age) using a format that taps into the expertise and experience of all CIAO's coaches.

Keeping connected happens through our training but purely social events are also invaluable, particularly for those who aren't currently able to work with us. We've had a Festive Get-Together and a CIAO Summer Social, as well as the All CIAO event where snow turned our gathering into an unplanned hybrid event with Zoomers (stuck at home) and Roomers (who'd made it into Manchester City Centre). All of these went on hours beyond the scheduled times as there was so much pleasure and learning to be had in catching up and connecting.

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

ii. **Money**

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

As a result of contracts confirmed this September CIAO can now guarantee it will be able to deliver great coaching with its existing core funded for almost two years until June 2025.

CIAO continues to operate in a challenging funding and commissioning environment with the increasingly difficult national finances leading to funding being withdrawn from commissioners who were on the cusp of putting coaching services out for tender in prisons and probation.

CIAO's successful long-term strategy has been for commercial contracts to provide reliable independence for the charity's creative development and policy impact, as well as maintaining our essential core. After recent years of global turmoil undermined this approach, January 2023 felt particularly precarious but one of CIAO's few charitable funders responded to an SOS call that helped us to steady the ship.

In June the Board then took the pragmatic decision to make a funding shift as our cash flow forecast showed we were approaching our 'operating reserves threshold' (a thin green line that is crossed if CIAO has under four months' operating costs in the bank). In reconsidering the figures and plans the Board agreed to explore charitable funding and we are beginning to apply for grants as well as continuing to bid for contracts.

These conditions made it even more remarkable that CIAO managed to deliver so much in times of real financial pressure, including starting, maintaining and expanding a number of new services in the education sector as described below. These major new contracts (with more major coaching tenders still anticipated) are extraordinary recognition of the evidence people have seen of the impact of our innovative approach over the years in prisons and the community.

iii. **Commissioners (and the coaching services they invest in)**

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

The enthusiastic feedback from clients and partners is not always suitable for publication but some of their words capturing the effect on what they've thought and done as a result are in italics below.

INSIDE...

CIAO is back in prisons but it still feels as if some are almost still in lockdown with very restrictive regimes, limited movement around establishments and insufficient staff to get people to sessions. All that follows has happened despite this and is a tribute to the coaches and the great staff with whom they work.

Achieve North West Connect commissioned a specially designed format for cohorts of six prisoners. All participants had eight hours coaching in a mix of individual and group sessions to help build resilience and coping mechanisms. The work was immediately recommissioned because of all it achieved thanks to the coaches' skill and determination.

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

The ongoing work in **HMP Styal** is supporting women's transitions in various forms, including from cells on the wing to more group interaction in the houses. This activity was particularly welcome as doing other coaching in the prison has been very difficult for the volunteer coaches and coordinator but there is now increasing interest across the establishment for a full service to restart with additional support and development to make it both sustainable and 'open all hours'.

In **HMP/YOI Hindley** we were working with young men near release who weren't engaging in the prison regime, many of whom are in gangs and harming themselves or others. Gang membership and security risks greatly add to the challenges (in one cohort three of them weren't allowed to be in the same room and two didn't leave the wing, so we did three different Intro sessions). Achieve sees how coaching *"frees young men up emotionally and mentally to move forward with a real culture change. They take responsibility and are held to account."* The impact is dramatic e.g. someone who's never been out of custody for more than 2 weeks has been out for over 2 months and offered a job.

HMP Drake Hall coaches have caught up on the coaching they were unable to do during lockdown (by doubling their days). **Practice Plus Group** has extended CIAO's contract and is now conducting an evaluation. The value of coaching both inside and out was clear when we were able to make calls to women released into the community who asked CIAO to contact them for follow up conversations. One woman exemplified what many told us: *"I have a voluntary position now working with a mental health support centre and hope to have a paid role in future... It gives me a real sense of purpose to give back and help people"*.

After successfully completing all our cohorts delayed by Covid in **HMP Buckley Hall** and **HMP/YOI Thorn Cross** we're awaiting news of likely funding for coaching in these and other prisons.

... AND OUT

While waiting for new contracts to go out to tender, CIAO has also maintained contact with **Greater Manchester Probation** and **Nottingham Probation** following our successful pilots with them around men who were anxious or depressed and Personality Disorder.

Community coaching continues to include online Coaching Groups for staff as well as people who are in or have been through the system. **South West Probation** took the lead commissioning Coaching Groups for Senior Probation Officers from all the offices throughout the whole of the SW region and rolling this out after they saw the difference the first ones made on so many levels.

"It has helped improve the quality of conversations that I am having with people and people have developed confidence in generating their own answers to issues as a result."

"I have also used it with people on Probation when I have been called in to deal with a problem. I have been amazed at how they responded and we could move on in a more positive direction."

Greater Manchester Combined Authority (GMCA) approved that the remainder of our unspent funding from them was invested in facilitating Coaching Groups for:

- staff and some of the women they serve from the **Greater Manchester Women's Support Alliance** (GMWSA - who work with women in contact with the criminal justice system and are long-standing friends of CIAO) with almost all from **WomenMATTa**.

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TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

- **GMCA staff** themselves also had a Coaching Group to come up with new ideas and approaches that enabled them to achieve even more with their busy workloads.
- staff working on **Diversity & Inclusion (D&I)** elements of the **Greater Manchester, Cheshire and Merseyside (GMMC) Young Adults (YAs) project** for those in custody or the community with a small amount of individual coaching for staff too. YAs are one of the most complex, vulnerable and challenging groups with disproportionately high levels of violence and self-harm.

"I began thinking 'I don't have time for this!' and ended up reenergised with much better ideas, different ways to get money and some really good projects started as a result.... Now I'm bringing that into the workplace and inspiring my team instead of just telling them what to do."

IT'S NEVER TOO EARLY

CIAO began work with 11+ year olds in **Dean Trust Ardwick** school (DTA) thanks to funding from the **Department for Education** through **Manchester City Council** (which is one of 10 national SAFE taskforce pilots in serious violence hotspots "to protect young people at risk of truancy and from being permanently excluded"). All other schools have mentors but Manchester wanted to include coaches after hearing a CIAO presentation at a GMCA VRU event showcasing the work now completed with Salford Youth Justice Service (YJS) and with Girls who've committed violent crime across Greater Manchester.

A student who was being 'removed' from classes 5 times a week reduced this to just once in 5 weeks because *"Before coaching I thought no one was on my side."* Their change in attitude, thinking and behaviour is also affecting other relationships positively in school and out.

As a result of the coaches' impact from their very first day, we are now starting coaching in two other Manchester schools **Co-op Academy Belle Vue** and **Didsbury High School** too.

iv. Communication

Clients, commissioners, coaches and others value what coaching does.

Our focus remains on the actual coaching but we've still found time and energy to share what CIAO does more widely, both formally and through coaches having numerous conversations with friends and strangers. Interesting and promising exchanges continue to take place with criminal justice practitioners and coaches, including from Tonga and Mumbai. Clare and Liz were delighted to be able to add to this when they accepted a prestigious invitation from Women of the Year to their annual lunch for "women from across the UK and around the world who are doing remarkable work and making a difference to others": this was particularly apt in Liz's final year as CIAO's Chair.

CIAO has fed into numerous reviews and consultations including: Early Intervention, Prevention and Diversion for the Ministry of Justice's Women in the Criminal Justice System Expert Group with The Right Honourable Damian Hinds, MP, Minister of State at the Ministry of Justice. We shared our experience and suggestions about barriers to employment for women leaving prison, as well how coaching is being used by Social Prescribers in prisons too.

We've been interviewed by policy people, hosted visits, attended events such as The Centre for Social Justice (CSJ) Big Listen North West and fed into research like 'Women working to support women in the welfare sphere: Psychosocial challenges', a strong contender for best acronym ever (WWSWWS).

**COACHING INSIDE AND OUT
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TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

We've run workshops in prison and spoken on panels online and in person; as well as writing short pieces to accompany them (where Clare puts all the more prosaic things she forgot to say at the time).

This proactive outreach is reinforced by a website refresh to help those who are curious about all we do (and have done) find out more through the menus about our 'Publications and Impact', descriptions for 'Commissioners', and a welcome for 'CIAO Clients' on the front page as they come first (as you'll find out if you scan our new QR code here).



v. Processes

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

The Support Team continues to review strategic activity, including how to increase our effectiveness and efficiency, so that we all do more of the work that has impact and meaning. This year's vital activity behind the scenes has included ensuring the charity's online elements exceed the demands of Cyber Essentials and other administrative and infrastructure development preparing for eagerly anticipated new contracts.

Evaluation processes to show coaching's impact have been maintained by all CIAO's services, with the national schools' work pilot also being evaluated nationally.

Sharing all that is going on, including our learning and our successes, is part of what binds us together, so 'CIAO News' emails from the Support Team play a key part in reminding us who's who and what really matters i.e. the impact coaching has on our clients. We also introduced occasional thought-provoking CIAO Q&I (Questions & Ideas) evening sessions as a chance meet informally online with Clare and Karen (our Founder and Chair) for Question-asking & Ideas-sharing.

Some of this essential background support was made possible by anonymous charitable funding and we thank all those behind that. Great admin makes even greater things possible.

ORGANISATIONAL STRUCTURE

CIAO's Support Team exists to enable the coaches and service coordinators to provide the best coaching possible for all our clients and commissioners.

The Support Team continues to include the Founder (combining the roles of Head of Delivery and Head of Development) and the Head of Business Support. They both report directly to the Board and share operational control and accountability as an interdependent and self-managing team. The Head of Business Support focuses on finances, data, policies, legal elements and making admin easy for the coaches; while the Founder focuses on our great coaching services and leads on internal and external development. The Board and the whole of CIAO are also strengthened by the operational quality assurance link that Jules Roberts (who is a Coach, Coordinator and Supervisor), now brings through attending all Board meetings and overseeing a number of our services too.

The three of them enjoy working closely with others with delivery distributed collaboratively across a number of Coordinators. This increases resilience, reduces the risks and brings a richness and breadth.

Everyone works part-time and is self-employed, which keeps CIAO in a strong position to react and create whatever structure the evolving future requires.

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2023

RESERVES AND RISK

As CIAO grows, the Board continues to aim to retain undesignated reserves at a level of three months' running costs. Three months' running costs give a margin for risks (such as a commissioner defaulting on a payment) and reflect the structure of the organisation with low fixed costs through flexible contracting and no directly employed staff, as well as relatively small contractual responsibilities and liabilities to contractors. CIAO will look to build a higher level of reserves as the future remains very uncertain and there is a need for greater working capital as we scale up to take on larger contracts.

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

THANKS

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

In particular we would like to thank:

- Two long-standing charitable funders (The Artemis Charitable Trust and another who prefers to remain anonymous) for their continuing support.
- Our commissioners and their staff, who enable us to reach our clients;
- Our Board, who offer their expertise and take on the responsibilities of Trustees and Non-Executive Directors; and
- CIAO's extraordinary coaches and their clients who do the really hard work.

FINANCIAL REVIEW

The charity recorded a loss in the period of £63,573 and still maintained reserves of £29,041. This is a positive position as it reflects CIAO successfully delivering the last of the coaching it was unable to do during Covid lockdowns. The charity had already been paid by commissioners for this in 2020 and was no longer required to use the money for coaching but chose to, as it's why we exist.

ACCOUNTANTS

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

SMALL COMPANY PROVISIONS

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

Signed on behalf of the trustees



Karen Ainsworth, Chair

2 October 2023

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

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

YEAR ENDED 31 MARCH 2023

	Note	Total Funds 2023 £	Total Funds 2022 £
INCOMING RESOURCES			
Incoming resources from generating funds:			
Donations	4	7,500	8,000
Coaching income	5	36,864	55,250
TOTAL INCOMING RESOURCES		<u>44,364</u>	<u>63,250</u>
RESOURCES EXPENDED			
Charitable activities		<u>(107,937)</u>	<u>(104,283)</u>
TOTAL RESOURCES EXPENDED		<u>(107,937)</u>	<u>(104,283)</u>
NET INCOMING RESOURCES FOR THE YEAR		<u>(63,573)</u>	<u>(41,033)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward		92,614	133,647
TOTAL FUNDS CARRIED FORWARD		<u>29,041</u>	<u>92,614</u>

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

All of the above amounts relate to continuing activities.

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

STATEMENT OF FINANCIAL POSITION

31 MARCH 2023

	Note	2023 £	2022 £
CURRENT ASSETS			
Money other people owe us (Debtors)	7	7,500	15,000
Cash at Bank		24,120	101,560
		<u>31,620</u>	<u>116,500</u>
MONEY WE OWE OTHER PEOPLE (CREDITORS)			
Amounts falling due within one year	8	(2,579)	(23,946)
NET CURRENT ASSETS		<u>29,041</u>	<u>92,614</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		29,041	92,614
NET ASSETS		<u>29,041</u>	<u>92,614</u>
FUNDS			
Unrestricted Income Funds	9	29,041	92,614
TOTAL FUNDS		<u>29,041</u>	<u>92,614</u>

For the year ended 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

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

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

These accounts were approved by the members of the Board and authorised for issue on 2 October 2023 and are signed on their behalf by:



Karen Ainsworth
Director
Company Registration Number: 8453619

The notes on pages 15 to 16 form part of these accounts.

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2023

1. GENERAL INFORMATION

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

2. STATEMENT OF COMPLIANCE

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

3. ACCOUNTING POLICIES

Basis of accounting

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

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

Fixed assets

All fixed assets are initially recorded at cost.

4. DONATIONS	Unrestricted Funds	Total Funds 2023 £	Total Funds 2022 £
Charitable Donations		7,500	8,000
Individual Donations		-	-
Gift Aid Donations		-	-
		<u>7,500</u>	<u>8,000</u>

5. COACHING INCOME	Unrestricted Funds	Total Funds 2023 £	Total Funds 2022 £
		<u>36,864</u>	<u>55,250</u>

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2023

6. STAFF COSTS AND EMOLUMENTS

No salaries or wages have been paid to employees, including the members of the Board, during the year. All activities undertaken have been carried out on a self-employed basis.

7. MONEY OTHER PEOPLE OWE US (DEBTORS)

	2023	2022
	£	£
Debtors	7,500	15,000
	<u>7,500</u>	<u>15,000</u>

8. MONEY WE OWE OTHER PEOPLE (CREDITORS)

Amounts falling due within one year:

	2023	2022
	£	£
Trade creditors	-	16,275
Accruals (Accountants' fee)	-	275
VAT	2,579	7,940
	<u>2,579</u>	<u>24,490</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 1 April 2022	Incoming Resources	Balance at 31 March 2023
	£	£	£
General Funds	<u>92,614</u>	<u>(63,573)</u>	<u>29,041</u>

10. COMPANY LIMITED BY GUARANTEE

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

Accounts



**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE
ACCOUNTS
31 MARCH 2022**

**COMPANY REGISTRATION NUMBER 8453619
CHARITY REGISTRATION NUMBER 1153349**

DOWNHAM MAYER CLARKE LIMITED

Chartered Accountants
41 Greek Street
Stockport
Cheshire
SK3 8AX

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

ACCOUNTS

YEAR ENDED 31 MARCH 2022

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

ACCOUNTS

YEAR ENDED 31 MARCH 2022

Chair's Foreword

It is my pleasure to present these accounts and to share with you an insight into the impact CIAO continues to make on the world.

When I joined Clare and others to coach my first client in Styal prison in 2011, I could not have foreseen that all these years later, I would be writing my final foreword to the accounts as Chair of CIAO in 2022.

I have been proud to have worked with amazing colleagues and clients over the years and to be part of a group of people who know the power of coaching and its ability to help people transform their lives and the lives of others in their communities.

This year has again been like no other as we have navigated the continuing impact of a global pandemic. What I am pleased to say, as you will see in the detailed report, is we have maintained our focus on our clients and our purpose, deepened our resilience and grown our strengths.

I am particularly proud that we have:

- Nearly tripled the number of **clients** we have seen compared to last year.
- Recruited **10 new coaches**, as well as retained most of those who have worked with us for some years.
- Continued to grow our quality **assurance and development** activities – launching our coaching groups, increasing our supervision provision, and continuing with online development activities.
- Maintained strong relationships with **existing commissioners**, as well as **developing new ones**.
- Ensured – through prudent management and governance – our **financial sustainability**.
- Recruited **3 new Trustees** – enabling us to be strong going into the future with Trustees who have between them expertise in governance, organisation and people development, coaching and lived experience of the criminal justice system.

I am grateful for the wisdom of each and every one of our Board members and, in particular, for the internationally recognised sector knowledge that Professor Chris Fox brings. As Chris said in a recent edition of CIAO News: “There is a lot of change in the world at the moment and criminal justice is no exception. One of the strengths of the Board is that its members bring a diverse set of experiences and insights that we can incorporate into our discussions and use to help CIAO navigate these unusual times, identifying new opportunities and evolving as we go.”

I am pleased to say we have as a Board also been strengthened by the appointment of three new Trustees / Non-Executive Directors (NEDs):

- John Dunleavy – who brings insight into the system from the age of 12 and knows the value that comes from unlocking the potential of people to change their own lives.
- Karen Ainsworth – a practicing mediator, leader and Non-Executive Director governing organisations that address domestic abuse, substance misuse, homelessness and skills and enterprise businesses.
- Stewart Brown – a former financial services lawyer, now focusing on coaching and consulting across different sectors, who has been on our books for some time as a potential coach.

As I plan to retire in March 2023, I am delighted to say that we have, amongst our new Trustees, recruited a successor to me who has deep experience and a track record of leading and governing charities and social enterprises in sectors that will help her consider CIAO's future with everyone involved as we go through a handover period that builds on all we've achieved to date.

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

ACCOUNTS

YEAR ENDED 31 MARCH 2022

Chair's Foreword (*continued*)

As we reflect on the year that was, I want to make sure I thank those who are retiring at this AGM:

- Annette Hennessy – who many first met when she was a Chief Probation Officer in the NW and spoke at one of CIAO's 'An evening with...'. Annette has served as Vice Chair from 2017-2021, and safeguarding lead, and has helped us to grow and develop through changing times.
- Helen McFarlane – who was formerly a Director in Trafford and previously a Chair of a health social enterprise – who took on the lead for safeguarding and will, after her retirement from the Board, continue to be the lead in an independent capacity for two years to provide support and challenge around our work in this area.

I also want to thank Ben Amponsah who has been Vice Chair since last year and will continue to support the new Chair in this role.

There are of course many others who have changed roles, continued to serve, gone the extra mile and been patient as we seek to shape the emerging future – to all of you I would like to extend my thanks.

Finally, I wish to show gratitude and appreciation to:

- Board members who give of their time to help shape and steer the business and deliver exceptional governance engaging with stakeholders as frequently as we can to ensure we hear the voices of those we seek to support.
- Jules Roberts, who provides and supports our supervision and all the associated quality assurance the charity provides; as well as all she does beyond that for our commissioners, clients and coaches.
- Lisa Jenkins, in her role as Head of Business Support, has continued to strengthen the organisation and supported coaches and the Board in our work.
- The insights and expertise of Clare McGregor, our Founder, who leads on both Delivery and Development and as an Independent Advisor to the Board and the organisation, who continued to help us secure opportunities and navigate strange times.

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

I look forward to seeing what CIAO will achieve in the next decade with its new Chair and I will continue to talk about what CIAO does, why we do it and the imperative of changing the way we work with people in the criminal justice system if we are to unlock potential and create a just and inclusive society for us all.

Liz Cross
Chair of the Board

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2022

The trustees, who are also directors for the purposes of company law, present their report and the unaudited accounts of the charity for the year ended 31 March 2022.

REFERENCE AND ADMINISTRATIVE DETAILS

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

The directors

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

Ben Amponsah	Appointed 20 May 2019	Director
Christopher Fox	Appointed 1 August 2016	Director
Elizabeth Anne Cross	Appointed 20 March 2013	Chair, Director
Helen McFarlane	Appointed 20 May 2019	Director
Annette Hennessy	Appointed 15 May 2017	Director
Christine Marie Amyes	Appointed 20 September 2021 Resigned 17 January 2022	Director
Ian Jason Ridley	Appointed 20 September 2021	Director

Accountants	Downham Mayer Clarke Limited, Chartered Accountants 41 Greek Street, Stockport, SK3 8AX
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TRUSTEES' REPORT

The trustees of Coaching Inside and Out (CIAO) present their annual report and independently examined accounts for the period ended 31 March 2022 and confirm they comply with the requirements of the Charities Act 1993, as amended by the Charities Act 2006, the trust deed and the Charities SORP 2005.

TRUSTEES

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

Ben Amponsah	Appointed 20 May 2019	Director
Christopher Fox	Appointed 1 August 2016	Director
Elizabeth Anne Cross	Appointed 20 March 2013	Chair, Director
Helen McFarlane	Appointed 20 May 2019	Director
Annette Hennessy	Appointed 15 May 2017	Director
Christine Marie Amyes	Appointed 20 September 2021 Resigned 17 January 2022	Director
Ian Jason Ridley	Appointed 20 September 2021	Director

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2022

CIAO'S CHARITABLE COMPANY OBJECTS

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

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

ACTIVITIES AND OBJECTIVES

Coaching Inside and Out continues to work with men, women, families and teenagers at risk of offending, as well as people in prison and people with convictions in the community. We've recruited, trained and developed over 60 skilled coaches who work with clients individually and in groups.

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

- Delivering coaching;
- Challenging assumptions and advocating for the wider use of coaching;
- Increasing the demand for coaching by commissioners;
- Increasing the supply of coaching by organisations and individual coaches; and
- Supporting others to coach (where CIAO cannot reach).

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

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

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

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

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

CIAO sees huge shifts in well-being, hope and participation that lead to improvements in many aspects of clients' lives as they get to the root of their problems, take responsibility, reduce the harm they do themselves and others, come off drugs, take up education, improve their housing and finances, get fit, get jobs, start their own businesses and look for more ways to help others.

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit. We do not see any detriment or harm that might arise from our objectives or activities.

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

Some may think we should focus on victims of crime, however our clients have often both committed and been victims of crime. We also believe the people we coach can not only reduce their own offending but also help prevent crime in future, thereby reducing the number of victims.

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

ACHIEVEMENTS

During the year we coached 128 clients – inside and out – between the AGMs in 2021 and 2022. This is almost three times the number we coached last year, which has brought a great deal of joy and hope to a lot of clients and coaches as we've now restarted all our services albeit with much stopping and starting wherever we work face to face.

The model for Coaching Groups we developed last year is now central to how we help clients and staff in organisations we work with take a coaching approach. By asking coaching questions of one another, with a 'Thinker' being asked to 'bring a thing', this deceptively simple tool has helped teams and individuals to open up greater possibilities, deepen their understanding and generate fresh ideas.

This year included the exhaustion of winter lockdowns, people feeling very stretched in spring and a vague semblance of 'normality' in the summer sunshine. We're under no illusion that Covid's all over though and are still feeling the major impact on our services of other organisations' staff absences and huge workloads.

It can be hard to remember quite how dark it's been, but it's never been completely hopeless.

As our Founder wrote at the end of 2021:

It's Christmas Eve and time to pause for a few days...

I'm a little surprised to be looking ahead full of great optimism for 2022, rather than looking back over 2021. Although all we've done this year is what gives me faith. CIAO has not just made it this far but will be starting the New Year with new hope, new clients and fabulous new coaches joining those who have already done so much in the face of great adversity.

I know how hard it's been to keep going during the dark days and months when we couldn't connect with the extraordinary women, men and children who give us such joy. Not least when we know the need is greater than ever.

I'm particularly grateful to all those who've kept trying again and again with hope outweighing their experience. Thanks to you the charity has still been able to help people in these most chaotic of times (and sometimes in the most comedic of situations).

In CIAO the laughter and light always outshine the darkness. That is why I'm eternally grateful to every single one of you; whether you're a bright new spark or an old flame.

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

We remain grateful to everyone who contributes with such patience, flexibility and commitment to CIAO's following five 'enablers' of People, Money, Commissioners, Communication and Processes that make everything we do happen.

As ever, the numbers in the Accounts that follow are for the financial year 2021/22 but the words and numbers in this Annual Report are for the year between our AGMs and take us right up to September 2022.

i. People

CIAO's coaches deliver great coaching with excellent ongoing personal and organisational development.

Coaching Inside and Out has recruited great coaches, Board members and supervisors this year and is very grateful for the time, energy and interest of all who applied. We still hope to work with many who haven't yet been given roles but for whom we've kept the door open for in different ways.

We selected 10 new coaches out of the 27 applicants in autumn 2021 (seven are North West based, one each from near Southampton and Brighton, and one is in the East Midlands). The process included interviews and a session in HMP/YOI Thorn Cross designed to introduce them to our working environment and assess how their coaching fitted what our clients need (something not guaranteed by qualifications). Some were only able to attend an online session, but all have the depth and breadth of tools and talents required to work with us. That we only signed up a third shows the high quality required to be a CIAO coach and the calibre of those we attract (who all had convincing track records).

Our Trustee advertisement had far greater reach than our coaching one and for the first time we received applications from people not already known to us. Though only able to invite 3 of the 11 people who expressed an interest to join CIAO's Board in March 2022, we were equally impressed and delighted by the other applicants and believe they'll be able to support us in other ways, including sharing the rich perspective having been through the Criminal Justice System yourself can bring.

By the time we sought supervisors we were used to generally great people responding to ads and may have found a couple of new coaches, among the eight who applied, as well as our four new supervisors

All these new people will bring energy, insights, and warmth to our marvellously maverick team.

Having a positive impact on the world is paramount for CIAO, so we ran our annual safeguarding training sessions online, so everyone is up to date with the latest best practice and coaches have exchanged stories and case studies. To keep ourselves and our clients safe in different ways we also shared our latest annual 'Do No Harm' information with a data deletion reminder by email this year.

Watching training on 'catch up' has been a hit with those not able to attend sessions, as one coach put it: *"It's great. It's like being there. It's no different. It's perfect."* Others have appreciated being able to maximise their productivity watching super-animated CIAO people talking at high-pitched double speed.

We've also continued to benefit from invitations to the European Mentoring & Coaching Council (EMCC) Third Sector Forum training events online, which are masterminded by friend of CIAO, Katharine St John-Brooks. One on Nancy Kline's 'Time to Think' thinking partners approach was turned into internal training for coaches.

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

Purely social events have been harder to arrange face to face thanks to Covid and we've had cancellations, but we continue to meet up for informal discussion accompanied by food and drink on really important and interesting topics such as: 'What is the impact on us of the environments in which we coach?'

ii. Money

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

Careful management, hard work and the generosity of those involved all enable us to navigate uncertain times and a sustainable budget for 2022/23 already guarantees CIAO's continued ability to deliver great coaching. This is in spite of the rate of income slowing due to the 'post' pandemic commissioning environment, delays and the knock on effect of pausing delivery of many services (which means they haven't been recommissioned as fast as usual). This, in turn, also reduces the resources that support our highly efficient core.

In a time when reserves are a luxury, the Finance Report written for the Board now includes a cash flow forecast with a permanent 'operating reserves threshold' threshold (to trigger reconsidering the figures and plans again if CIAO were to have less than four months' operating costs) as well as the reserves target of three months' operating costs. The new simplified layout also includes Statements of Financial Position and Activities mirroring those in these accounts and a clearer figure for our 'Outstanding coaching commitment' costs, so everyone can be confident we are financially, as well as socially, responsible.

CIAO continues to ensure it pays the market rate for coaching, while gratefully acknowledging that our coaches are of the highest quality and that most give their expertise and time at significantly reduced rates compared to the real value of their coaching and consultancy. This cost benefit and excellent value for money is passed directly to our commissioners.

iii. Commissioners

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

Covid restrictions may have eased but prison-based delivery is erratic due to ongoing outbreaks affecting staffing levels and access to jails, as well as to individual prisoners. Community coaching has remained hard to deliver but CIAO's extraordinary coaches have still succeeded in extraordinary situations.

Our youth justice partners have all reallocated individual coaching sessions to Coaching Groups which help staff build their coaching muscle and thus strengthen their support for children. CIAO has also 'kept the door open' for one-to-one coaching for any children who are referred and is still doing that. **Staff working with girls who have committed violent crime across Greater Manchester** completed their one to one coaching and Coaching Groups with fabulous feedback on both. As a result we ran and completed another online Coaching Group for six new members of staff. **Salford Youth Justice Service (YJS)** benefited from our coaching staff online after the extremely successful initial work with children before Covid struck. We also ran two Coaching Groups in person for a staff team and for managers with some additional individual sessions. **Trafford Council** also had an online Coaching Group for six members of staff from their Vulnerable Adolescent Service which included staff working on: Missing From Home (MFH), Youth Engagement, Youth Justice, Complex Safeguarding, and Child Sexual Exploitation (CSE).

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

Greater Manchester Combined Authority (GMCA) have started an online Coaching Group to help their staff come up with new ideas and approaches so they can achieve even more with their busy workloads.

HMP Buckley Hall has just started its coaching service again (after starting and stopping because of the pandemic in March 2020) with a group of men who work as mentors within the prison and are very keen to develop themselves and their coaching approach.

HMP Drake Hall welcomed us back to work with women there in mid-November before we stopped coaching in December after seeing just 3 clients, including a follow up session for a woman still there. Things have gone more smoothly since January, with both our coaches working two days a week so we can make up all the coaching lost to lockdowns.

HMP Styal's December restart by our four very patient longstanding volunteer coaches was funded by Greater Manchester Combined Authority (GMCA) Violence Reduction Unit (VRU). This began with a strange Covid phase when the prison was closed to us except for telephone sessions. This meant coaches went into the jail only to sit alone in our coaching rooms with the newly fitted phones and call women in their rooms or cells. In spite of the situation they had many successful sessions and, after finally being able to restart face to face sessions in May, we're actually offering our waiting list of clients the option of telephone coaching, as some preferred it. **Achieve North West Connect** has also just commissioned CIAO to support their work with women's transition from more solitary cells on the wing in Styal to more group interaction in the houses. Participants will also be supported and encouraged to provide their own coaching peer support group for ongoing support after the formal coaching finishes.

HMP Thorn Cross's coaches smiled in the face of Covid (coaching with masks on is quite a knack), as well as embracing the usual impossibilities of a Cat D prison (while still getting fantastic feedback).

Greater Manchester Probation - Tameside hosted an ultra-fast pilot over ten weeks in the toughest of times in early 2022. We coached 'People On Probation' (POPs) who had the greatest need: men aged 25+ who were anxious or depressed, struggling or out of options, chaotic, lacking direction and finding it difficult to engage and stop offending. It was a real pleasure (and a challenge) to be back in Probation at last and the impact was clear to a Probation Practitioner:

"CIAO's coaching encouraged compliance and engagement with community sentences and will help reduce their reoffending... They feel they've been heard, so it relieves the frustration that leads to anger and use of drugs or alcohol or a mental health breakdown, which leads to reoffending. Instead coaching looks at how to deal with that."

Nottingham Probation remains hopeful that we will still be able to coach at least a couple of men who have left prison online. Sadly, all of those suitable who've been released have been recalled and probation have also had to deal with Covid outbreaks.

Work outside CIAO's objects cannot be done through the charity when people ask us to help staff develop their own coaching skills in places where we aren't also able to work with people in the criminal justice system. Similarly, CIAO coaches staff, but only those who are working directly in services where we are coaching clients. We want to encourage the commissioning of coaching and training for our core charitable client group of people with convictions or at risk of offending: a client group with whom we work as pioneers and a client group with the greatest need for expert coaches.

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

Instead, the Founder takes up such approaches through her own consultancy, which was well-established in the criminal justice system when she first had the idea for CIAO and without which the charity would not exist. This benefits the charity as she both uses her learning to inform CIAO's work and promotes all we do in the hope that those organisations will subsequently be able to commission coaching directly for our client group.

A prison's leadership team described the approach they developed as a result as "*mind-blowing*" and, on a smaller but no less dramatic scale, a small community charity used Coaching Groups for a teenage daughter and her mother to understand themselves and each other better, as well as for a member of staff and five volunteers to solve problems and strengthen their own coaching skills.

iv. Communication

Clients, commissioners, coaches and others value what coaching does.

This year's focus has been on coaching and responding to all the commissioners who see how it can help them meet the needs of their staff and service users. However, we've still been able to share what CIAO does more widely too.

GMCA Violence Reduction Unit (VRU) invited us to run four workshops in a row at their March learning event with all 90 attendees seeing our work with Greater Manchester Girls and Salford YJS. This was designed to share the learning and techniques, as well as to pass on tools for coaching and engaging clients across youth justice and beyond. They also learnt about the sustainable impact of coaching from a member of staff we coached who uses her newfound coaching skills with young people.

Women of the Year asked Clare to speak at their summer event panel chaired by Julie Etchingham in Cambridge again in June. CIAO's work with women in Drake and Styal put a different spin on the theme of career/life changes and how you can (re)build your life in ways you might not have anticipated.

International communications continue with emails and calls from across the globe (including further connections across the pond with the Re-entry Coaching Academy in Maryland founded by a group of men who were formerly incarcerated and who are now certified life coaches).

Working together is key to finding time and different ways to share all the fascinating stories and quotes we hear but the only reason it hasn't happened is because we've been so busy setting up CIAO's great coaching and supporting our clients to change their own lives and the lives of others instead.

v. Processes

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

Making things clear and simple starts with governance, so one of our two Board Strategy events held this year in October 2021 went back to first principles about why we exist and the outcomes/impacts that evidence how coaching is life-changing before revisiting CIAO's strategic priorities. At that point we didn't know we weren't going to be in a room together again for seven months until May 2022 at a meeting with the added pleasure of being joined by our three new members in person for the first time.

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

At least half of the actions proposed by the Board nearly a year ago have already been achieved. We're really proud of our Business Plan which captures these and the breadth and ambition of CIAO's strategy on just two pages. 'Coaching Groups to develop coaching skills' have been added to CIAO's 'Essential Activities' on page one of our Business Plan as this is now a major part of our activity, as is clear throughout this report.

The Support Team now provide quarterly Operations, Finance and Development Reports and other planning documents sent to the Board after the end of March, June, September and December. This ties in with the flow of financial reporting, allows trustees greater time to absorb the information and to focus meetings on strategic and generative discussions. Reviews of every policy continue to take place annually.

Sometimes processes and reports might be viewed as slightly lacking in life and energy, but in CIAO we understand and value the benefit of looking back as well as looking forward. For the coaches who put all their heart (and loads of time) into crafting deeply meaningful certificates for our clients we felt this was reflected back perfectly by an officer in one of our services: *"The certificates are a big bonus. They all love a certificate."* We haven't gone quite this far with our Business Plan but one of our clients has *"framed his certificate and put it on his sitting room wall"*.

ORGANISATIONAL STRUCTURE

CIAO's Support Team exists to enable the coaches and service coordinators to provide the best coaching possible for all our clients and commissioners.

The Support Team continues to include the Founder (combining the roles of Head of Delivery and Head of Development) and the Head of Business Support. They both report directly to the Board and share operational control and accountability as an interdependent and self-managing team. The Head of Business Support focuses on finances, data, policies, legal elements and making admin easy for the coaches; while the Founder focuses on our great coaching services and leads on internal and external development. The Board and the whole of CIAO are also strengthened by the operational quality assurance link that Jules Roberts (who is a Coach, Coordinator and Supervisor), now brings through attending all Board meetings and overseeing a number of our services too.

The three of them enjoy working closely with others with delivery distributed collaboratively across a number of Coordinators. This increases resilience, reduces the risks and brings a richness and breadth as hoped last year when the new structure was put in place.

Everyone works part-time and is self-employed, which keeps CIAO in a strong position for us to react and create whatever structure the uncertain future requires.

RESERVES AND RISK

As CIAO grows, the Board continues to retain undesignated reserves at a level of three months' running costs. The reserves show as higher in the following accounts for the last financial year because the Board is still committed to delivering the remainder of the coaching delayed by Covid lockdowns, which amounted to a commitment of around £52,300 on 31 March 2022.

Three months' running costs give a margin for risks (such as a commissioner defaulting on a payment) and reflect the structure of the organisation with low fixed costs through flexible contracting and no directly employed staff, as well as relatively small contractual responsibilities and liabilities to contractors.

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

TRUSTEES' ANNUAL REPORT (*continued*)

YEAR ENDED 31 MARCH 2022

CIAO will look to build a higher level of reserves as the future remains very uncertain and there is a need for greater working capital as we scale up to take on larger contracts.

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

THANKS

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

In particular we would like to thank:

- Two long-standing charitable funders (The Stanley Grundy Foundation and another who prefers to remain anonymous) for their continuing support.
- Our commissioners and their staff, who enable us to reach our clients;
- Our Board, who offer their expertise and take on the responsibilities of Trustees and Non-Executive Directors; and
- CIAO's extraordinary coaches and their clients who do the really hard work.

FINANCIAL REVIEW

The charity recorded a loss in the period of £41,033. This reflects reduced income, as the world reset itself and commissioners took stock, while our expenditure remained stable.

CIAO delivered coaching largely using funds our commissioners paid during Covid lockdowns. The charity was no longer required to use this money for coaching but chose to do so, rather than using those funds for our core operation, as we do not exist to make a profit but to help our clients create a better future for themselves and others.

ACCOUNTANTS

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

SMALL COMPANY PROVISIONS

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

Signed on behalf of the trustees

Elizabeth Anne Cross
Chair

12 October 2022

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

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

YEAR ENDED 31 MARCH 2022

	Note	Total Funds 2022 £	Total Funds 2021 £
INCOMING RESOURCES			
Incoming resources from generating funds:			
Donations	4	8,000	250
Coaching income	5	55,250	146,695
TOTAL INCOMING RESOURCES		<u>63,250</u>	<u>146,945</u>
RESOURCES EXPENDED			
Charitable activities		<u>(104,283)</u>	<u>(118,725)</u>
TOTAL RESOURCES EXPENDED		<u>(104,283)</u>	<u>(118,725)</u>
NET INCOMING RESOURCES FOR THE YEAR		<u>(41,033)</u>	<u>28,220</u>
RECONCILIATION OF FUNDS			
Total funds brought forward		133,647	105,427
TOTAL FUNDS CARRIED FORWARD		<u>92,614</u>	<u>133,647</u>

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

All of the above amounts relate to continuing activities.

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

STATEMENT OF FINANCIAL POSITION

31 MARCH 2022

	Note	2022 £	2021 £
CURRENT ASSETS			
Money other people owe us (Debtors)	7	15,000	7,200
Cash at Bank		101,560	137,462
		<u>116,560</u>	<u>144,842</u>
MONEY WE OWE OTHER PEOPLE (CREDITORS)			
Amounts falling due within one year	8	(23,946)	(11,195)
NET CURRENT ASSETS		<u>92,614</u>	<u>133,647</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		92,614	133,647
NET ASSETS		<u>92,614</u>	<u>133,647</u>
FUNDS			
Unrestricted Income Funds	9	<u>92,614</u>	<u>133,647</u>
TOTAL FUNDS		<u>92,614</u>	<u>133,647</u>

For the year ended 31 March 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

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

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

These accounts were approved by the members of the Board and authorised for issue on 12 October 2022 and are signed on their behalf by:

Elizabeth Anne Cross
Director

Company Registration Number: 8453619

The notes on pages 14 to 15 form part of these accounts

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2022

1. GENERAL INFORMATION

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

2. STATEMENT OF COMPLIANCE

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

3. ACCOUNTING POLICIES

Basis of accounting

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

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

Fixed assets

All fixed assets are initially recorded at cost.

4. DONATIONS

	Total Funds 2022 £	Total Funds 2021 £
Charitable Donations	8,000	250
Individual Donations	-	-
Gift Aid Donations	-	-
	<u>8,000</u>	<u>250</u>

5. COACHING INCOME

Total Funds 2022 £	Total Funds 2021 £
<u>55,250</u>	<u>132,465</u>

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2022

6. STAFF COSTS

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

	2022	2021
	£	£
Wages and Salaries	-	18,603
Employer Contribution to pension plans	-	136
	<u> </u>	<u> </u>

All employment activities continue to be carried out on a self-employed basis.
CIAO no longer has a directly employed CEO.

7. MONEY OTHER PEOPLE OWE US (DEBTORS)

	2022	2021
	£	£
Debtors	15,000	7,200
	<u>15,000</u>	<u>7,200</u>

8. MONEY WE OWE OTHER PEOPLE (CREDITORS)

Amounts falling due within one year:

	2022	2021
	£	£
Trade creditors	15,731	545
Accruals (Accountants' fee)	275	275
VAT	7,940	10,375
	<u>23,946</u>	<u>11,195</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 1 April 2021	Incoming Resources	Balance at 31 March 2022
	£	£	£
General Funds	<u>133,647</u>	<u>(41,033)</u>	<u>92,614</u>

The Balance at 31 March 2022 includes the estimated £52,300 commitment of undelivered coaching (as stated on page 10), although, under the definitions of the Charity Act 2011, it is considered to be Unrestricted Income Funds.

10. COMPANY LIMITED BY GUARANTEE

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

Accounts



**COACHING INSIDE AND OUT
COMPANY LIMITED BY GUARANTEE
ACCOUNTS
31 MARCH 2021**

COMPANY REGISTRATION NUMBER 8453619

CHARITY REGISTRATION NUMBER 1153349

DOWNHAM MAYER CLARKE LIMITED

Chartered Accountants
41 Greek Street
Stockport
Cheshire
SK3 8AX

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

ACCOUNTS

YEAR ENDED 31 MARCH 2021

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

ACCOUNTS

YEAR ENDED 31 MARCH 2021

Executive Summary

It is my pleasure to provide this executive summary as an opening to the annual report and accounts 2020/21.

Whilst each year this task presents both a challenge and a joy, this year as I draft my last Chair's summary, it is a particular challenge and joy – to keep focused on the period for which this annual report reflects and not to digress as I think about the 11 years since I first met those with whom I began this incredible journey.

This last year however will stand out as unique – one in which a global pandemic created chaos around the world and one in which we, as CIAO, demonstrated how we not only seek to positively disrupt but how we behave when disruption is all around us.

This year has shown the resilience of many and no less those who work with and for CIAO and our clients. With services being paused and new services being mobilised, our coaching community remained focused on personal growth, meeting monthly to learn together, and on taking time to reflect upon what got us to where we are now and how that will enable us to move forward.

The CIAO Principles document, written this year, offers those who have worked with us to date to feel their intentional way of working, developing CIAO in ways that challenged orthodoxies, completely reflects the power of coaching – questioning answers all of the time.

I am so delighted to say this has been seen in action this year as we:

- Looked at clients – keeping them at the forefront of our minds as they faced the impact of the Covid-19 pandemic and delighted that we were able to be in touch with so many former clients to ensure we learn and grow – hearing the voices of the people we serve.
- Looked at services – asking can we deliver them virtually – how can we challenge the assumptions that say not.
- Looked at growth – where else could we make a difference in line with our objects – and how do we develop to enable us to work with new clients and new commissioners.
- Looked at our ways of organising – testing roles and structures to support our work and demonstrating our willingness to experiment and change again
- Looking at how our community connects – ensuring we built on events that bring Board, Coaches and Coordinators together, including inviting colleagues to Board meetings to shape our thinking and practices together.

The annual report and accounts that follow capture much more of the detail of all we have done and some insights into what we plan to do especially around people, money, commissioners, communication and processes. I encourage you to read through the details.

As we reflect on the year that was and look to the future I want to make sure I thank in particular:

- Graham Curtis – who has oft stepped into different roles in service of CIAO – and whose terms of office conclude this September. Graham is one of our founding members and has been on the Board since we formally incorporated in 2013 and we are most grateful to him for his service.
- Belinda – one of our founding coaches who has also been our generous host to many 'an evening with', action learning sets in our early days, and of course providing a fabulous rain-safe setting for our annual summer picnic. We wish her well in her retirement from CIAO.

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

ACCOUNTS

YEAR ENDED 31 MARCH 2021

I am pleased to say the Board has also been strengthened by the appointment of two new Non Executive Directors/Trustees:

- Christine Amyes – who brings years of experience of organisational and people development, coaching, and work with other charities that seek to change the live chances and choices of teenage girls who might otherwise be at risk of using some of the services we offer ‘inside and out’
- Jason Ridley – who offers us a breadth of experience and the added bonus of decades as a Chief Finance Officer / Finance Director in private and social sector settings.

There are of course many others who have changed roles, continued to serve, gone the extra mile and been patient as we seek to shape the emerging future – to all of you I would like to extend my thanks.

Finally I wish to show gratitude and appreciation to:

- Board members who give of their time to help shape and steer the business and deliver exceptional governance engaging with stakeholders as frequently as we can to ensure we hear the voices of those we seek to support.
- Lisa Jenkins, in her role as Head of Business Support, who has continued to strengthen our community to the benefit of all.
- The insights and expertise of Clare McGregor, our Founder who leads on Development and as an Independent Advisor to the Board and the organisation, who continued to help us secure opportunities and navigate strange times.

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

As I prepare to retire at the end of the financial year in March 2022, I look forward to what CIAO will achieve in the next decade and to continue my commitment to speak of what CIAO does, why we do it and how we must never feel comfortable with the status quo if we are to actively tap into the potential of all and to create a truly just society.

Liz Cross
Chair of the Board

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

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2021

The trustees, who are also directors for the purposes of company law, present their report and the unaudited accounts of the charity for the year ended 31 March 2021.

REFERENCE AND ADMINISTRATIVE DETAILS

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

The directors

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

Annette Hennessy	Appointed 15 May 2017	Director
Ben Amponsah	Appointed 20 May 2019	Director
Christopher Fox	Appointed 1 August 2016	Director
Elizabeth Anne Cross	Appointed 20 March 2013	Chair, Director
Graham Curtis	Re-Appointed 18 January 2021	Director
Helen McFarlane	Appointed 20 May 2019	Director

Accountants

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

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

TRUSTEES' REPORT

The trustees of Coaching Inside and Out (CIAO) present their annual report and independently examined accounts for the period ended 31 March 2021 and confirm they comply with the requirements of the Charities Act 1993, as amended by the Charities Act 2006, the trust deed and the Charities SORP 2005.

TRUSTEES

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

Annette Hennessy	Appointed 15 May 2017
Ben Amponsah	Appointed 20 May 2019
Elizabeth Anne Cross	Appointed 20 March 2013
Christopher Fox	Appointed 1 August 2016
Graham Curtis	Re-Appointed 18 January 2021
Helen McFarlane	Appointed 20 May 2019

Christine Amyes and Jason Ridley joined the Board as members in January 2021 and were successfully appraised in the summer prior to being formally appointed trustees at the 2021 AGM.

Graham Curtis resumed service as a trustee following his time as interim CEO. He then resigned at the 2021 AGM in accordance with our terms of office, as he's served since the Board was formed in 2013.

Liz Cross has also served since the Board was formed, however her term of office is extended to the end of March 2022. This is to ensure continuity and renewal as she hands over to the new Chair designate, Christine Amyes, who was elected unanimously at the 2021 AGM following a recruitment process in line with our usual practice for roles that sought expressions of interest from within CIAO's community, personal networks and involved discussions with stakeholders.

Annette Hennessy reached the end of her second term of office at the 2021 AGM and extended her period of service as trustee for another year to add to the resilience of the Chair's handover period.

Ben Amponsah took on the role as Vice Chair from Annette at the 2021 AGM, Ben will be able to support the new Chair in their time in office and provide a great connection to our early days as the Board moves into this next phase of change.

The Board has continued to have single issue meetings, as well as regular two-monthly meetings. This year's addressed our organisational structure and financial scenarios raised by the pandemic, the current position of the criminal justice system, and evaluation and accreditation. The Board also led 'An evening with (our trustee) Professor Chris Fox' online, where Chris shared his professional insights into the criminal justice system's position and future with people from across CIAO before we all considered the implications for our clients, coaching practice, and the business.

CIAO is still looking to recruit more trustees to ensure the continuing strength of the Board. Ideally one will be someone who has the competency profile to work well in the role of a Trustee and NED and has lived experience of the Criminal Justice System. This will bring a particular strength and insight we've not knowingly had since a young woman we coached was one of our original Board members.

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

CIAO'S CHARITABLE COMPANY OBJECTS

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

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

ACTIVITIES AND OBJECTIVES

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

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

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

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

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

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

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

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

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

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

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

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

ACHIEVEMENTS

During the year we coached 47 clients – inside and out – between the AGMs in 2020 and 2021. This was less than half of those we coached last year, reflecting the ongoing impact of the Covid-19 pandemic. However, CIAO has never focused on client numbers to demonstrate the reach of our activity. Instead we have evidenced coaching's impact from teenagers and upwards across many groups in extraordinary circumstances from early help in the community through to those with the longest sentences.

Celebrating our 10th anniversary year did not seem appropriate in 2020. However, energy and (re)planning were still invested and the many great suggestions we've not yet been able to implement are not lost. Meanwhile a small celebration near our 11th birthday prompted continued hope and reflection by asking: "What have we learned in the last ten years?" and "What haven't we done yet?"

We are grateful to everyone in CIAO who continues to support our five 'enablers' (that make everything we do happen) so that we delivered a remarkable amount with extraordinary efficiency even in this strangest of years.

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

This year we have completely reviewed our training and quality assurance after our traditional annual Development Event with coaches explored organisational issues, rather than our usual focus on coaches. Coaching development is now grouped into four key areas to improve our individual and organisational resilience and understanding: Self, Models, Clients, and Systems and Services.

As well as our annual safeguarding training the relaunch began with essential refresher 'Do No Harm' sessions including data protection as well as client and coach safety. These were constructive workshops resulting in updates to Procedures, Essential Actions and a totally revised Client Pack (that includes all the documents a coach needs to work with a client, questions to enable evaluation and follow up, as well as a front-page checklist so we don't have to remember what to do when and can concentrate on our great coaching).

The next major piece of development, that has been planned for whenever each of our services begins, is discussions exploring additional challenges we may face returning to prisons and all our clients in the community, with all the sensitivities and worse mental health that may entail. Having restarted in one prison we now know that face to face coaching brings no additional risks, other than those we've all become used to managing personally in the time of Covid.

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

As well as ongoing supervision, which has been available to coaches throughout the pandemic, we have reconsidered our Coaching Groups where we ask coaching questions of one another (previously called Action Learning Sets but renamed to help others understand what they do and to differentiate them from the many other formats and methods). Coaching Groups build on CIAO's many years of experience learning about ourselves and from one another using these. We redesigned the method for CIAO to use amongst ourselves and with staff we're helping to develop a coaching approach (see Greater Manchester Girls and Nottingham Probation later). They will be reintroduced as part of our 'Back to Prison' sessions. The Groups are designed to run for an hour and a half with the 'Client' being asked to 'bring a thing' they would like to resolve (rather than bringing an issue or a problem). Everyone else in the group (aka the 'Coaches') then asks coaching questions about that thing to help everyone generate fresh ideas and reach new conclusions. This is invaluable for exploring both teams' and individuals' thinking.

Other essential training has been prepared and already shared and tested where there is imminent activity for individual coaches joining particular services. This includes more refreshers for elements coaches may not have used with their other non-CIAO clients for over a year and a half. Coaches working on both our Salford and Trafford community services also met separately to review what had been achieved, to generate learning and capture stories.

Recruitment reopened this summer for new coaches, including those also willing and able to coordinate services and provide coaching supervision, after being put on hold when the first Coronavirus lockdown hit in March 2020. All the roles can be done on a self-employed or voluntary basis. This will create a greater pool of coaches to meet immediate demand to coach both in person and virtually in the North West of England with possibilities elsewhere. Most importantly we welcomed applicants with personal experience of the criminal justice system and those who would help us continue to develop a diverse workforce. We shall explore recruiting those only able to coach remotely in future in a way that still creates and nurtures close connections with the CIAO community.

This year has led to some coaches deciding to move on and we are always very grateful to all who have been great assets to CIAO and wonderful colleagues to other coaches in the organisation. CIAO owes a particular debt to Belinda one of our supervisors and a volunteer coach and coordinator at Styal since our origin. We look forward to keeping in touch in different ways.

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

After CIAO put our clients first last year (by accepting payments against contracts on the basis that we would aim to deliver the sessions in future, rather than just being paid for coaching we no longer legally had to do) we are still waiting to deliver almost all of our contracts.

Prisons were not considering bringing in face to face coaching for most of the year and there was little capacity or technology to allow us to coach remotely. Although we investigated telephone and video call services everywhere we have contracts, prisons' focus was on family contact and court appearances, understandably. We are still waiting to continue setting up our HMP Buckley Hall services and to restart our longstanding work with women in HMP Drake Hall.

However, we were delighted to start coaching in person in HMP Thorn Cross in July, even if we did have to pause again one week later after another Covid outbreak. This is now continuing smoothly and is much appreciated by the clients and coaches alike, as well as providing hope for us all.

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

Our Salford Youth Justice Service contract was eventually paused until we're able to deliver a face-to-face service, as originally envisaged, for the 17 children yet to be coached. They were really pleased with all we were able to coach staff in spite of the pandemic.

Work to re-establish our original service at HMP Styal post-lockdown has begun with the hope of restarting very soon and we are exploring what CIAO needs to deliver great coaching funded long-term there, as this remains our only service not fully funded by a contract.

CIAO's favourite anonymous donor recently made a solicited donation and The Stanley Grundy Foundation made another unexpected unsolicited donation. Generous gifts like these have a disproportionate impact as they are used to support coaches who work without payment and our creative development work that both increases and spreads our ideas and capabilities.

The organisation retains its inbuilt resilience thanks to diverse income sources and its flexible business model. We have very few overheads with no offices or associated costs, and everyone is now self-employed again. We also still have reserves built up over our first decade thanks to people giving the charity their expertise and time without payment or at significantly reduced rates compared to the market value of their coaching and consultancy.

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

In spite of the pandemic and services cuts CIAO was fortunate in extending and securing further contracts in prisons and in the community with probation, the police and the youth justice system.

Healthcare extended our service to continue to work with women in HMPYOI Drake Hall up to at least March 2023, as NHS England extended the contract with Practice Plus Group (previously known as Care UK) by 2 years.

Girls who've committed violent offences or are at risk of committing them and youth justice staff working with them from all 10 of the Greater Manchester boroughs are now being coached thanks to the Violence Reduction Unit (VRU) in Greater Manchester Combined Authority (GMCA). As well as the permanent benefits of individual coaching, CIAO is also developing staff coaching skills, including Coaching Groups, and they've already started using coaching techniques with their young people. Sharing the learning, techniques and tools about coaching and engaging clients will deepen understanding and cross-fertilise ideas across Greater Manchester, youth justice and beyond.

Nottingham Probation has invested in coaching linked to Offender Personality Disorder (OPD), so we are working with staff and men on probation transitioning out of prison into the community. The overall amount was cut by a third, but they kept CIAO's service in as they were so impressed by what they could get for the money (just £3,000). The new model is an entirely virtual service delivering two online Coaching Groups for staff followed by coaching sessions each for at least two clients. We may also offer another service user coaching and, hopefully, one or more coaching groups for the service users too.

COACHING INSIDE AND OUT COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

Trafford's 'Early Help' coaching services is finishing with a young people and justice finale. CIAO's worked with 'at risk' young people for Trafford Council since 2014 and coached 439 clients (children, their siblings and their parents or carers). This community service continued virtually since the first lockdown, but at a lower capacity with fewer client referrals. This work may be coming to a close, but it is finishing with CIAO coaching 10 young people involved with or on the threshold of involvement with their criminal justice teams, which will bring us back full circle to our criminal justice roots.

iv. **Communication** - Clients, commissioners, coaches and others value what coaching does.

Sharing what CIAO does with others is core to our vision and the charity's work in influencing the system through meeting/conference attendance and speaking engagements may all have gone online but has carried on regardless. This included everything from speaking at leadership events and a recorded Criminology students' seminar which will be used again; through to talking to a Women's Institute and the Ripples of Hope Festival at HOME on 'Is there justice in our justice system?' Nor is it just us doing the talking: one Youth Justice staff member was asked to present to her whole team about CIAO's Greater Manchester Girls programme and that was extremely well received.

Writing plans for external audiences were mostly put on hold, as more urgent work was completed instead. Internally information has been completely revised to be more readily intelligible and visual. This will be rolled out as services resume. A video was also planned for use as a virtual 'Intro Session' for new clients but eventually being allowed into a prison to coach face to face meant this wasn't necessary.

An internal 'CIAO Principles' document was written to help us continue to hold true to the carefully considered strategic principles agreed over our first decade. It is written to inform the future, it's not a prescription for it. It's the latest step in a process of discussing and reconsidering our principles, rather than just saying why we agreed them. Since CIAO began, the principles our approach is based on have been highlighted so that those who come after us understand why we are the way we are and might continue in the same spirit. They go far beyond our values of fairness, choice, responsibility, respect and challenge. Descriptions and explanations may be adapted from this for different external audiences and shared through CIAO blogs and other media.

CIAO's chapter about our extensive work with men and boys (called 'Coaching: Tough Questions, Brave Answers') was published in January in the book titled: 'What role do kindness, hope and compassion play in the criminal justice system?', which is downloadable free online, with our chapter on pages 212-220.

We reached out for past clients to get in touch to share their experiences and to offer them more coaching in return, as part of our 10th anniversary celebrations. We're also ensuring it's still as simple and likely as possible that current clients will contact us after coaching. This has led to great ongoing conversations with clients and commissioners, as well as with coaches with experience of criminal justice from the inside.

And finally... we were tickled when even prison staff fell for the tale emailed out in CIAO News on 1st April: "CIAO Chow?! We were surprised and delighted to be approached by sponsors (a major pet food manufacturer) about a coaching link with the drug dogs at HMP Thorn Cross. A final decision is being made by noon today, but we have all our paws crossed!"

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

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

Overhauling and rebuilding our administrative infrastructure has happened throughout the year and is nearly complete. This fundamental work is largely invisible to people inside and outside CIAO but is essential to all elements of our operation.

Amongst this, Coordinator Reports and Coordination Meetings have all been reinstated and reinvigorated to share information and develop ideas. A new Supervisors role description has been agreed with stronger links to the Board being developed.

ORGANISATIONAL STRUCTURE

CIAO's Support Team exists to enable the coaches and service coordinators to provide the best coaching possible for all our clients and commissioners. After the Interim CEO stepped back and rejoined the Board within the year, it is now made up of the Head of Business Support and the Founder (in the role of Head of Development). They both report directly to the board and share operational control and accountability as an interdependent and self-managing team. The Head of Business Support focuses on finances, data, policies, legal elements and making admin easy for the coaches; while the Founder focuses on our great coaching services and leads on internal and external development.

This new division of roles includes working closely with delivery distributed collaboratively across a number of Coordinators, which increases resilience, reduces the risks and brings a richness and breadth that a single Head of Delivery role, which we explored, could not. We look forward to welcoming more people into such roles in the near future through our current recruitment process.

Everyone works part-time and is self-employed again, as only our two CEOs have ever been employed. This puts CIAO in a strong position for us to react and create whatever structure the very uncertain future requires.

CIAO'S PLANS FOR THE FUTURE

Coaching Inside and Out will continue to recruit and support the development of great coaches and great coaching services with more contracts and plans in the pipeline for this, our twelfth year.

We look forward to restarting all our coaching and continuing to evidence its impact on our clients and communities (from hope and well-being through to housing and work). This ongoing evaluation will include further exploration of:

- What theory underpins our coaching? So we can test our data against those and see what's missing.
- How has our Theory of Change evolved? To strengthen how we represent the measurable impact.
- What's the evidence? Disseminating all we know about coaching's efficacy and seeking more.

COACHING INSIDE AND OUT COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

Our commitment to developing coaches will continue by building on our experience to attract, assess and support more diverse coaches, including those with experience of being in the criminal justice system themselves. To enable this addition to CIAO's diversity and/or CJS insight we'll help those who were newer to coaching who want to develop their growing skills and will work with them to increase their coaching experience and ability without them having to pay for coaching courses. The benefits to CIAO will include greater energy and ideas, as well as great coaches with even wider and deeper perspectives.

CIAO will describe how we have coached across all stages of the criminal justice system and show how an increasingly wide range of clients has inspired and challenged us. We have many stories to tell and resources to share that can help people looking to do similar work as well as all those interested in people and the power of coaching. *Coaching Behind Bars* was written in 2014, so CIAO has now more spent almost twice as much time coaching as the years covered by the book. Communicating the magic of coaching and making sense of the jargon is key, along with images, infographics, podcasts and videos showcasing the wide variety of voices involved.

Anyone who's curious can follow all this through our website coachinginsideandout.org.uk where we will be sharing far more and always welcome questions and suggestions.

RESERVES AND RISK

As CIAO grows, the Board continues to retain undesignated reserves at a level of three months' running costs. Halfway through the current financial year this is already the anticipated situation in our budget for 2021-22, in spite of the effects of pandemic on the last year and a half. The reserves show as higher in the following accounts for the last year as the Board has committed to delivering the coaching delayed by Covid lockdown and this amounts to a commitment of around £89,500.

The three months' running costs give a margin for risks (such as a commissioner defaulting on a payment) and reflects the structure of the organisation where we have both low fixed costs through flexible contracting, the lack of directly employed staff and relatively small contractual responsibilities and liabilities to contractors.

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

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

THANKS

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

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

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2021

In particular we would like to thank:

- A long-standing supporter, The Oakridge Centre, for instigating a donation;
- Our commissioners and their staff, who enable us to reach our clients;
- Our Board, who offer their expertise and take on the responsibilities of Trustees and Non-Executive Directors; and
- CIAO's extraordinary coaches and their clients who do the really hard work.

FINANCIAL REVIEW

The charity recorded a surplus in the period of £28,220. This reflects commissioners paying in advance of our coaching during Covid lockdowns and continued careful financial management of our core operation.

ACCOUNTANTS

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

SMALL COMPANY PROVISIONS

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

Signed on behalf of the trustees



Elizabeth Anne Cross
Chair

20 September 2021

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

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

YEAR ENDED 31 MARCH 2021

	Note	Total Funds 2021 £	Total Funds 2020 £
INCOMING RESOURCES			
Incoming resources from generating funds:			
Donations	4	250	5,000
Coaching income	5	<u>146,695</u>	<u>132,122</u>
TOTAL INCOMING RESOURCES		<u>146,945</u>	<u>137,112</u>
RESOURCES EXPENDED			
Charitable activities		(118,725)	(126,369)
TOTAL RESOURCES EXPENDED		(118,725)	(126,369)
NET INCOMING RESOURCES FOR THE YEAR		<u>28,220</u>	<u>10,753</u>
RECONCILIATION OF FUNDS			
Total funds brought forward		<u>105,427</u>	<u>94,674</u>
TOTAL FUNDS CARRIED FORWARD		<u>133,647</u>	<u>105,427</u>

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

All of the above amounts relate to continuing activities.

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

STATEMENT OF FINANCIAL POSITION

31 MARCH 2021

	Note	2021 £	2020 £
CURRENT ASSETS			
Debtors	7	7,200	37,452
Cash at bank		<u>137,642</u>	<u>131,045</u>
		144,842	168,497
CREDITORS			
Amounts falling due within one year	8	<u>(11,195)</u>	<u>(63,070)</u>
NET CURRENT ASSETS		133,647	105,427
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>133,647</u>	<u>105,427</u>
NET ASSETS		<u>133,647</u>	<u>105,427</u>
CAPITAL AND RESERVES			
Unrestricted income funds	9	<u>133,647</u>	<u>105,427</u>
CAPITAL AND RESERVES		<u>133,647</u>	<u>105,427</u>

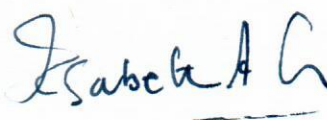
For the year ended 31 March 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

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

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

These accounts were approved by the members of the Board and authorised for issue on 20 September 2021 and are signed on their behalf by:



Elizabeth Anne Cross
Director

Company Registration Number: 8453619

The notes on pages 15 to 17 form part of these accounts.

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2021

1. GENERAL INFORMATION

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

2. STATEMENT OF COMPLIANCE

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

3. ACCOUNTING POLICIES

Basis of accounting

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

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

4. DONATIONS

	Unrestricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Donations			
Donations	250	250	5,000
Gift Aid	-	-	-
	<u>250</u>	<u>250</u>	<u>5,000</u>

5. COACHING INCOME

	Unrestricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Coaching	<u>146,695</u>	<u>146,695</u>	<u>132,122</u>

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2021

6. STAFF COSTS

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

	2021 £	2020 £
Wages and Salaries	18,603	25,500
Employer Contributions to pension plans	136	581
	<u>18,739</u>	<u>26,081</u>

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

7. DEBTORS

	2021 £	2020 £
Debtors	7,200	37,452
	<u>7,200</u>	<u>37,452</u>

8. CREDITORS

Amounts falling due within one year

	2021 £	2020 £
Deferred income	0	35,880
Creditors and accruals	820	8,681
VAT	10,375	18,509
	<u>11,195</u>	<u>63,070</u>

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

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2021

9. UNRESTRICTED INCOME FUNDS

	Balance at 1 April 2020 £	Incoming resources £	Balance at 31 March 2021 £
General Funds	105,427	28,220	133,647*

*Although this figure is considered to be Unrestricted Income Funds, under the definitions of the Charity Act 2011, it includes the estimated £89,500 commitment of undelivered coaching, as stated on page 11.

10. COMPANY LIMITED BY GUARANTEE

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

