



ANNUAL REPORT AND FINANCIAL STATEMENT

FOR THE YEAR ENDED 30 APRIL 2025

Charity registration number 1158013





Front cover: Photograph used with permission from Alberto Gonzalez

Alberto was a jewellery photographer for auction house Christies, when he became addicted to drugs and was sentenced to 6 years in prison for drug-related offences. We met him in 2017 in HMP Maidstone. Suffering from poor mental health, he joined choir becoming its champion. When he left prison, we found him a job with Snappy Snaps, a Timpson company. He joined a local community choir and sought help with recovery. By 2021 he had rebuilt his career, securing a post at a major Mayfair jeweller. He was an invaluable member of the Board of Trustees of Beating Time from 2019 to 2024. He remains a friend and big inspiration to all of us.

REFERENCE AND ADMINISTRATIVE DETAILS

Chair/ Founder	Heather Phillips	Independent Examiner	Field Sullivan Limited 9 Hare & Billet Road Blackheath SE3 0RB
Chief Executive Officer	Olivia Wicks	Bankers	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Trustees	Simon Morgan Paul Jackson Henry Featherstone Shoaib Ahmad		
Charity Registration Number	1158013		
Principal Office	Gunnery Works 9–11 Gunnery Terrace Cornwallis Road Woolwich London SE18 6SW		The Charity Bank Fosse House 182 High Street Tonbridge TN9 1BE Triodos Bank Deanery Road Bristol BS1 5AS

245 JOB STARTS	1 NEW CHOIR
287 SINGING SESSIONS	2 NEW PRISONS FOR INSIDE JOB
49 INTERVIEW SURGERIES (PRISONS & COMMUNITY)	5 STRONG TEAM IN WEST MIDLANDS
20 KOESTLER AWARDS	MANAGEMENT SUCCESSION
CJA AWARD FOR OUTSTANDING MEDIUM ORGANISATION	





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CHAIR'S STATEMENT

HELPING PEOPLE PUT PRISON BEHIND THEM

The overview of the 2024/25 financial year is set out in the Trustees' Annual Report. But I wanted to reflect on the last 12 months; a period of transition with our first change of the charity's senior management since its inception and my own move from CEO of the Charity I founded some 11 years ago, to a trustee, then, at the close of the financial year 2024/25, its Chair.

Management changes are always challenging, and their impact is greater in a small organisation. Beating Time's last year has been no different, with perhaps more than its fair share of hurdles (internal and external). I have given some flavour of these below, along with celebrating the numerous successes. Throughout, the Charity has continued to support its singers, find Candidates work and maintain and grow its prison community and funder relationships. We are all looking forward, during 2026, to continuing to realise our vision and making more positive impact on the lives of people serving sentences.

Right: Jon walking 100 miles home after release





Peer Recruiters
in HMP Hewell

(Photograph used with
permission from
T Cronin Media Ltd)

WHO WE ARE

Beating Time is an award-winning charity whose mission is to help imprisoned people survive their sentence and thrive on release.

We run two different, but complementary programmes:

- Choirs Beating Time (CBT) uses weekly group singing to improve mental health. For over a decade, CBT has helped people retain a sense of self and social inclusion in prison.
- Inside Job, launched in 2021, is a peer-led employment programme that supports people towards the end of their sentence to prepare for work and helps them secure employment and training on release.

We work across 13 prisons and from three hubs in the community in Birmingham, London and (in partnership) Newcastle.

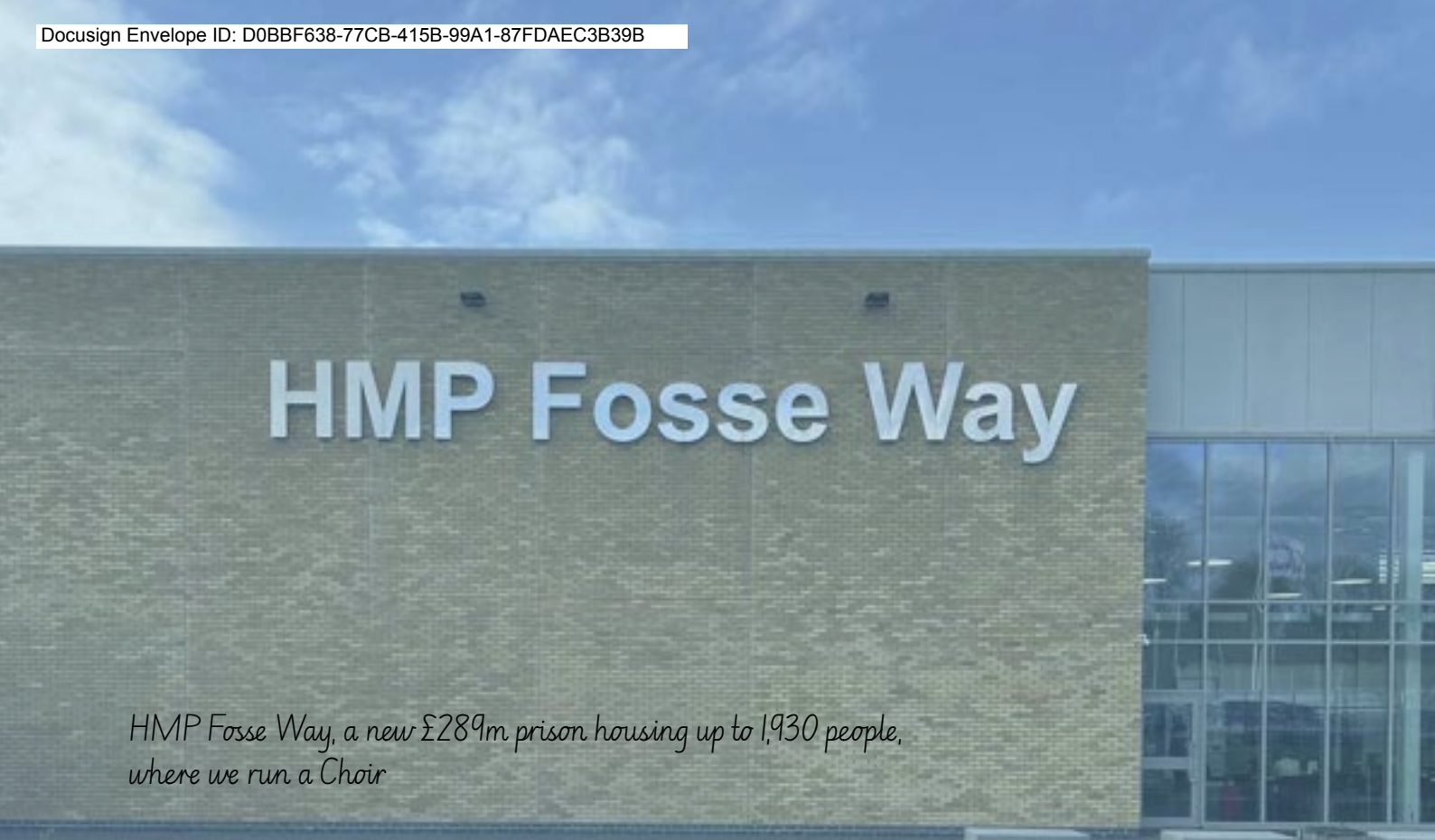
By supporting people both inside and outside prison, we instigate real change and make it stick.

At the heart of Beating Time is the belief that everyone in prison – regardless of age, offence, sentence length, release date, physical or mental health – should have access to meaningful programmes which help them cope with the present and plan for a better future. We believe in the transformative power of creativity and community in custody, but we also believe in personal responsibility, taking opportunity and fulfilling potential.

WHERE WE OPERATE



Key: ● Inside Job ● Choirs Beating Time Both programmes



HMP Fosse Way, a new £289m prison housing up to 1,930 people, where we run a Choir

THE STATE OF PLAY

CRIME AND THE CRIMINAL JUSTICE SYSTEM

Let me open with a truth that cannot be repeated often enough: crime continues to fall, even though around 70% of the public believes it is rising. Crime is one of the most misunderstood and misrepresented aspects of our society.

The offence rate per 1,000 people stood at 87 in March 2025, compared with 111 in 2002¹. The ONS Severity Score, which weights offences by typical sentence length to estimate how dangerous our society really is, has returned to its 2002 level of 16 per 1,000 people, after falling dramatically in the intervening years.

Yet, during that same period, average sentence lengths rose by 86% (Sentencing Academy). In other words, serious violence has fallen, but we are punishing more harshly than ever.

We are, by almost every measure, safer than we have ever been. Our tolerance for violence has collapsed. We no longer accept hitting children, bullying in schools or in the workplace. We live in a cashless society. CCTV, smart doorbells and nanny cams are ubiquitous. These changes, amongst others, have reduced the crime we once saw on our streets.

¹ONS Crime Severity Score, 9 December 2025

Much of today’s crime happens largely behind closed doors – violence against women and girls, sexual offences, and online fraud. As one Chief Constable told a conference I attended recently, *“Bobbies on the beat are not the answer to modern crime”*.

THAT’S CRIME, WHAT OF PUNISHMENT?

It remains a stark fact that you are 10 times more likely to go to prison if you are poor. The likelihood is even higher if you are mentally ill, neurodivergent, illiterate, homeless or care-experienced. For some of our poorest communities, prison has become a tragic rite of passage. For politicians, it remains a crude shorthand for a tough stance on crime. For much of the public, it is still vastly overestimated in terms of both living conditions and effectiveness.

Prison is necessary – to punish and to protect. It is also deeply inefficient and increasingly misused.

Last year, we noted that despite record numbers of people in prison (the highest rate in Western Europe), the UK Government is building 20,000 new prison places (5 years behind schedule) at a cost of £10bn (100% over budget). But there were reasons to be hopeful: the prison population was 3,500 smaller, James Timpson was Minister of State for Prisons, and David Gauke was chairing an independent sentencing review.

A YEAR ON, THAT SENSE OF OPTIMISM HAS FADED

More than 30,000 people in prison are not serving a sentence at all – they are either waiting for trial or have been recalled, often for minor technical breaches of licence conditions.

MEASURE	CURRENT POSITION
PRISON POPULATION	87,334 IN JUNE 2025 (–0.45% VS JUNE 2024). ²
PRISONERS ON REMAND	17,700 AS OF 30 SEPTEMBER 2025 (20% OF THE TOTAL PRISON POPULATION – A 50-YEAR RECORD HIGH). ³
PRISONERS ON RECALL	11,041 BETWEEN APRIL–JUNE 2025 (+13% VS THE SAME QUARTER IN 2024). ⁴
CROWN COURT BACKLOG	74,234 IN DECEMBER 2024 (+10.5% VS DECEMBER 2023). ⁵
PROBATION CASELOAD	246,502 IN SEPTEMBER 2025 (+0.94% VS JUNE 2025). ⁶

²Ministry of Justice (2026) Justice in numbers. Available at: Justice in numbers (Accessed: 24 February 2026).
³Ministry of Justice (2025) Offender management statistics quarterly: July to September 2024. Available at: Offender management statistics quarterly: July to September 2024 (Accessed: 24 February 2026).
⁴Ministry of Justice (2025) Offender management statistics quarterly: April to June 2025. Available at: Offender management statistics quarterly: April to June 2025 (Accessed: 24 February 2026).
⁵Ministry of Justice (2026) Justice in numbers. Available at: Justice in numbers (Accessed: 24 February 2026).
⁶Ibid.

THE STATE OF PLAY continued

We are not looking at a crime problem, we are looking at systems and policy failure. Nearly 40,000 people have been released under Early Release Schemes since September 2024. These Schemes have not reduced the prison population. Instead, they have destabilised prison regimes, overwhelmed probation services and created chaos both for prison staff and people trying to rebuild their lives on release.

The money and effort invested would have achieved far greater impact if it had been directed toward interventions with proven, long-term outcomes.

The solutions are not a secret. Government already knows what to do:

- Use electronic monitoring and community sentences for lower risk offences.
- Reverse sentence inflation.
- Properly resource the courts.
- Make licence conditions proportionate and realistic.
- Listen to prison governors, probation leaders and judges.
- Implement the recommendations in the reports the Government commissions at taxpayers' expense.

As David Gauke made clear in the Independent Sentencing Review,⁷ a step-change will only come when Government

'Integrated Offender Management... requires...specialist support from Charities.' He recommends **"increasing funding, expanding local commissioning and improving data sharing, as well as scaling up local examples of good practice.'**

– David Gauke,
Independent Sentencing Review

properly recognises and resources not-for-profit organisations that are crucial to delivering community-centred justice and helping people who have resorted to crime make long-term change.⁸

Small and mid-sized charities are hugely impactful, more trusted and, we believe, more cost-effective than publicly commissioned services. We are effective because we must be. Donors demand real change. We do not have money to waste. We do not deliver one-size-fits-all services that fit no one. And, unlike probation, we do not have conflicted mandates around enforcement and risk management.

True, prison charities do not operate "at scale" (sadly, we cannot afford to). But nothing delivered "at scale" is still nothing – look at the Early Release Schemes! Meanwhile Beating Time and our partner, The Recruitment Junction put 400+ people into work this year, reducing the number of people recalled to jail and reoffending.

OUR PROGRAMMES

INSIDE JOB

AN EFFECTIVE PEER-DELIVERED EMPLOYMENT AND RESETTLEMENT PROGRAMME

Inside Job is designed and delivered by people who are serving, or who have served, custodial sentences. They support their peers – our **Candidates** – to prepare for work and secure sustainable employment on release.

We believe that those closest to the problem often hold the best solutions.

Inside Job began five years ago on a single prison wing, with just two people: one in custody (Jon) and one in the community (me). From those beginnings, it has grown into a proven, peer-led model operating across multiple prisons.

We start by building confidence and motivation while people are still in custody. We then support them to create a strong CV and a clear personal offence disclosure letter. Once ready, they are invited to monthly **Interview Surgeries**, where real employers come into prison to offer real opportunities.

Our Candidates face several and overlapping barriers to employment. Many lack confidence, formal qualifications, stable housing, ID, or recent work experience. Others are navigating trauma, addiction, or the practical realities of release after long sentences.

INSIDE JOB'S 3 STEP MODEL

RECRUITERS

We train and pay people serving their own sentences to recruit Candidates and prepare them for work.

EMPLOYERS

We run focused Interview Surgeries, taking one employer into prison, every month, to interview Candidates.

SPECIALIST SUPPORT

On release, we fill in the practical and emotional potholes in the road to employment before placing Candidates into work.

⁷ Independent Sentencing Review, Final Report and Proposals for Reform (Ministry of Justice, 22nd May 2025)

⁸ Independent Sentencing Review, Final report and proposals for reform (Ministry of Justice, 22 May 2025) [p.116 *ibid*]

Support into paid work does not stop at the prison gate. On release, we help with:

- travel and work clothes
- training and qualifications
- probation requirements
- ID and bank accounts
- navigating employer expectations
- confidence and belief

Whatever the barrier, we work alongside the individual to remove it so that the opportunity they have earned can become a job they can sustain.



2025 INSIDE JOB HIGHLIGHTS

HMPYOI Isis

HMPYOI Isis has seen radical improvement – 59 jobs have been secured in the space of 12 months (Jan–Dec 2025). This is a significant achievement in one of the most operationally challenging establishments in the prison estate.

Running the Model in Isis is hard, given a strict “keep apart” policy between wings and a young population that lacks work experience, education and training. In this context, our outcomes in Isis represent a major success for the Model.

HMP High Down

We continued to deliver on our strategy to grow our London presence from one to three prisons in three years. In January 2026, we opened a new Inside Job operation in HMP High Down, with four Peer Recruiters onboarded and holding our first Interview Surgery.

We are targeting a third London prison in 2026.

HMP Durham

The Recruitment Junction, our partner in the North East, launched an Inside Job desk in HMP Durham. Inside Job is now in three prisons in the North East, strengthening its regional footprint and continuing to build on our successful partnership.

Community growth

In 2025, we doubled the number of Community Interview Surgeries to support both our growing number of work-ready Candidates and the increase in referrals we receive from Government agencies,

including Creating Future Opportunities (CFO), Probation and DWP.

Out of this, we have developed a pioneering Reverse Mentoring Project, pairing leaders from our employers with mentors who have lived experience of the criminal justice system, challenging traditional power dynamics and assumptions. Honest, first-hand conversations between those pairings have deepened employers’ understanding of barriers to employment, inspired more inclusive second-chance hiring, and built confidence and agency for mentors.

Top: Reverse Mentoring workshop in our Birmingham office
Bottom: Skanska interviewing a Candidate in HMP Birmingham



OUR IMPACT

MEASURE	SINCE 2021	JAN–DEC 2025
JOB STARTS	864	245
PRISON INTERVIEW SURGERIES	173	37
COMMUNITY INTERVIEW SURGERIES	20	12
PRISONS WITH AN INSIDE JOB DESK	12	8

2025 CHALLENGES AND RESILIENCE

Operationally, our new Senior Management Team have had a lot to contend with this year.

The Inside Job West Midlands Team disintegrated. Multiple people left over the course of the year. In a four-person team, that had significant consequences.

Jon Floyd, the co-founder of Inside Job, and Liv have been heroic in their efforts to keep servicing our three prisons and Candidates in the West Midlands. Crucially, they have bought us the time to rebuild.

'We've got a great, fully trained, new team in the Midlands. Bex, Chloe and Tiarna are running our 3 prisons. That leaves me free to focus on employers and opening up new opportunities for Candidates and Lucia to help scale and improve impact' – Jon

I'm delighted to say, as of today (February 2026), we have been joined by four new team members. Under Jon's leadership in Birmingham, this marks a renewed and resilient foundation for the year ahead.

Below: Jon, Lucia, Bex, Tiarna and Chloe, our Midlands Team outside our Birmingham Hub



SUCCESS STORY

AYSA



'When I was released, within 24 hours the support was there. I had been called, offered a job interview, got some new clothes and was given the second chance I needed' – Aysa

Above: Aysa, with Inside Job Community Consultants, Jem and Patrick

Aysa was an Inside Job Recruiter in HMPYOI Isis. While in custody, he helped organise an Interview Surgery in which he met one of our employers, Oliver Connell & Sons.

On release in June 2025, we met him for a coffee. Although he'd found some short-term work with a family member, he was clear about wanting something more stable – a real career, not just a stopgap.

We invited him to take part in our 'Fast Lane Day' with Taylor Woodrow, where he completed his Construction Site Certificate of Safety and interviewed with several subcontractors. As a result, Aysa received four job offers.

He accepted a position with Oliver Connell & Sons as a trainee engineer and is now working towards starting their engineering apprenticeship next year.

He regularly sends us photos from site. He's thriving.

SPOTLIGHT ON EMPLOYERS

TAYLOR WOODROW SUCCESS STORY

Below: Fast Lane Day organised in collaboration with Taylor Woodrow



Since 2021, Inside Job Candidates have been placed with over 400 different employers. This year, we placed a strong focus on deepening our existing relationships and creating meaningful opportunities for the people we support. Fifteen were employed through just two of these strengthened relationships alone.

In July 2024, Taylor Woodrow visited HMPYOI Isis. A prison lockdown meant interviews had to be conducted through cell doors – yet even under those conditions, two Candidates secured job offers and moved straight into work on release:

- Jahrome is now working as a labourer on the Meridian Water project for Taylor Woodrow.
- Horace secured a role with their subcontractor Cognition as a trainee quantity surveyor.

This was followed by an Interview Surgery in March 2025, focused on opportunities at Meridian Water where 32 young men were interviewed. Five Candidates stood out, but it was clear that more support would be needed in the community.

So, we and Taylor Woodrow developed two “Fast Lane Days” for the best Candidates, which included:

- Health & Safety training
- CITB testing
- Working at Height qualification
- full PPE provision
- interviews with 6 subcontractors

It was a major success, resulting in nine job offers, five of which have already become Job Starts.

‘Inside Job does not just support prisoners; it changes the trajectory of people’s lives, and I am proud to play a part in that’
– Josh, Social Value Manager at Taylor Woodrow

PERTEMPS SUCCESS STORY

The Chair of Pertemps attended a Reverse Mentoring session, which fired her resolve to promote our Candidates to Pertemps’ employer base.

Pertemps delivered three information sessions at our West Midlands office in Digbeth for 20 participants. These sessions resulted in 12 job offers, with eight people already in work.

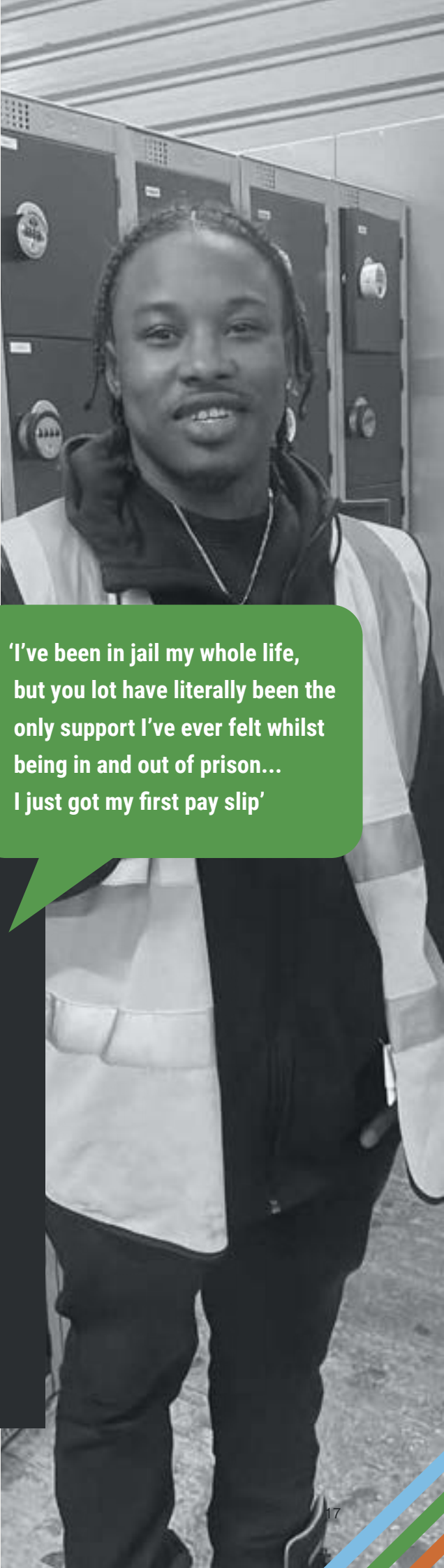
GARY SUCCESS STORY

We met Gary in HMP Birmingham. Born in another country, he had no right-to-work documents and faced significant barriers to finding employment. Working closely with his Peer Recruiter, he created a CV and personal offence disclosure letter and attended multiple Interview Surgeries while still in prison, gaining both practical skills and confidence.

On release, Gary attended a community-based Surgery, where he was recruited by Pertemps for a role at Boots.

Right: Gary on the first morning of his shift at Pertemps

‘I’ve been in jail my whole life, but you lot have literally been the only support I’ve ever felt whilst being in and out of prison... I just got my first pay slip’



CITY & GUILDS ASSURED COURSE

During 2025, we have rolled out our first-of-its-kind Peer Recruiter training course, the “Inside Job Employment Specialist Course”, across HMPs Birmingham, Durham, and Hewell, and HMPYOI Isis.

Piloted at HMP Stoke Heath in 2024, the programme sets a new standard for peer-led employment support in and out of prison. The 12 sessions equip participants with the skills and confidence to support our Candidates preparing for employment.

Key themes include Candidate selection, understanding prison regimes, CV and personal offence disclosure letter writing, communication skills, employer expectations, delivering Interview Surgeries and removing barriers to work. The Head of Education, Skills and Work at HMPYOI Isis, observed a session and commented:

‘It effectively walks Recruiters through barriers and shows how they can help overcome them – a strong example of curriculum meeting resettlement needs’

At HMP Birmingham, one participant reflected:

‘I would 100% encourage the prison to keep this course going. It has been life-changing, helping me understand how I can get my life back on track’

With a strong pipeline of trained participants ready to step into Peer Recruiter roles as releases occur, this programme is embedding Inside Job across our prisons and provides a solid foundation to scale.

Below: Inside Job Peer Recruiters and Jon at HMP Hewell

(Photograph used with permission from T Cronin Media Ltd)



CHOIRS BEATING TIME

CREATIVELY COPING IN PRISON

Having revived 11 Choirs after the two years of silence imposed by Covid, 2025 has been disappointing. Cuts to the Ministry of Justice (MoJ) education budget (in particular, the DPS budget) meant we had to take the decision to pull our professional Music Directors from HMP Gartree, HMP Rye Hill and HMP Stafford. However, *Harmony on the Hill* and *Beyond Bars*, the Choirs at Rye Hill and Stafford respectively (both prisons for people convicted of sexual offences) live on, as Pete, Head of our Music Team, supported talented amateur musicians in the groups to keep them going.

At HMP Maidstone, where MoJ funding was also withdrawn, we made the decision to continue one of two Choirs using our reserves (thanks to our Kent-focussed supporters). With less resource than other prisons and a huge emotional strain on people uncertain about their future (HMP Maidstone is a foreign nationals prison), Choir is a lifeline.

Elsewhere, the remaining Choirs have thrived during 2025, except for our oldest Choir at HMP Birmingham, where ease of movement off the wings is an ongoing issue for all activities. But we are not cowed. In 12 years of singing in prisons, a two-bar rest has often been followed by a rising crescendo and dissonance by harmony – the music will go on.

OUR IMPACT

MEASURE	SINCE 2014	JAN-DEC 2025
CHOIR SINGERS	1,754	248
CONCERTS	74	19
REHEARSALS	806	287
AUDIENCE MEMBERS	7,405	598

2025 HIGHLIGHTS

Our singers won 20 Koestler Awards for their music this year, taking our total to 76.

We expanded music to several wings at HMPYOI Swinfen Hall.

We reopened a Choir at HMP Featherstone, following a five-year closure post-Covid.

Despite funding cuts at HMP Maidstone, singer numbers grew and we had huge staff support.

SPOTLIGHT ON OUR MUSIC DIRECTORS

Choirs Beating Time's Music Directors are more than facilitators and teachers: they create safe spaces and welcoming communities, mentor, compose and arrange. Through music and performance, they enable people serving sentences to connect with themselves and give something beautiful to others.



Pete Churchill has been a community music facilitator for over 30 years. At home in mental health facilities, schools, prisons, and running choirs for the homeless, he arranges everything from Bach to Beyoncé and has written musicals, protest and love songs. A multi-instrumentalist, he plays with classical musicians, indie and folk bands and for Church services in prison. Pete leads from the front (the side, the back...) and where he leads, everyone follows.

Gladstone Wilson is a pianistic genius with infectious talent. Gladstone has arranged music for ITV's X Factor, played with Bobby Womack, Tracy Chapman and Eternal. He has directed and produced musical theatre at the Young Rep Theatre and Youth Rep Choir. He is a tutor at the Royal Birmingham Conservatoire, inspiring the next generation of young musicians. However, he is adamant that the best hours of his week are spent with the *Swinfonics* at HMPYOI Swinfen Hall.



Claire Fowler was once a Probation Officer. She's now a vocal coach and music facilitator. Claire has worked with us for seven years. She has developed a specialism with young people in prison. First, she worked with the "poor copers" in HMPYOI Brinsford. Now Claire works with Gladstone at HMPYOI Swinfen Hall. They lead a monthly Choir, made up of young people, many of whom identify as members of the LGBTQ+ community, and weekly small groups on each wing, to make music more widely accessible across the prison.

Joe Novelli is a member of the professional a cappella group, The Sons of Pitches. He has taught thousands of school children the power and versatility of the human voice. His musical arrangements have featured on the BBC, ITV2 and Sky. Like Pete, he gives back by leading the homeless choir, *Choir With No Name*, in Coventry and our Choir at HMP Fosse Way.



Gavin Alexander is a singer-songwriter who runs our groups at HMP Maidstone and HMP Swaleside. Gavin has written for a cappella group, The Flying Pickets and performs with his band Arcelia, known for their beautiful harmonies. Gavin has built music groups on the Mental Health and Drug Recovery wings in Swaleside and a vibrant choir in Maidstone. He has just started teaching guitar in HMP Maidstone to augment our musical offering.

Sally Debiage, our Midlands Choir Manager, pulls everything together. She has worked with Pete for over 10 years. Throughout her career, Sally has used the arts to bring people together. Alongside Choirs Beating Time (Midlands), she manages *The Choir With No Name* in Birmingham and Coventry, choirs of around 50 people with lived experience of homelessness. Post-COVID, it was Sally who rebuilt 11 Choirs over 12 months with our then COO, Rachel. She organises concerts, finds great musicians, looks after the singers and finds ways to make things work in prison.



With this talent and enthusiasm in our team and the enduring power of music on our side, we are determined to get more people in prison singing.



Listen to
our choirs

**'As a part of the choir
I experience a true sense
of community and fellowship
that has been missing from
my life so far'**

– HMPYOI Swinfen Hall

THE RECRUITMENT JUNCTION



Above: Rob opening an Inside Job Desk in HMP Durham

Beverley Brooks started The Recruitment Junction (TRJ) at roughly the same time as we launched Inside Job. We are similar in size, share a common vision and values and this year, both organisations passed the 800 Job Starts milestone.

TRJ's model is different to the Inside Job programme. Based in the community, they support anyone with a conviction into work and get many of their referrals from DWP and Probation. Inside Job, by contrast, currently works almost exclusively with people leaving custody and finds its Candidates in prison.

Like us, TRJ have strong relationships with local employers and rely primarily on Trusts & Foundations for their funding. Under Beverley's leadership, TRJ now have a 17-strong team in the North East. For the past three years, they have

been running Inside Job, first in HMP Northumberland, then HMP Holme House. In 2025, they opened at HMP Durham.

Neither organisation has the resources to scale nationally on their own, but by working together, we now cover the South East, West Midlands, and North East. Beverley plans to expand TRJ into the North West, while our mid-term strategy remains to focus geographical growth in the East Midlands. Between us, through effective collaboration, we are covering more ground and changing more lives.

The partnership has been transformative. We have learned from TRJ's expertise in employer engagement and recruitment; they have drawn on our experience of working inside prisons and supporting people at the point of release.



Above: The TRJ Team

Our collaboration has allowed us to achieve far more than either organisation could alone.

It was the icing on the cake of our effective collaboration when we were both award winners at the 2025 Criminal Justice Alliance Awards; The Recruitment Junction won "Outstanding Small Organisation", and we took home "Outstanding Medium Organisation".

Right: Beverley Brooks (CEO and Founder) and Jo Sutton (Director) collecting The Recruitment Junction's CJA Award for Outstanding Small Organisation

"Working alongside Beating Time to expand Inside Job into the North East means more people leaving prison can access vital peer-led support right when they need it most, helping them build stability, confidence and have a real chance at a fresh start. We're proud to be flying the Inside Job flag and continuing our close relationship with Beating Time".

– Beverley Brooks, CEO and Founder of The Recruitment Junction





Above: Pulling together on The Thames

A YEAR OF TRANSITION

2025 has been, as I said in my opening paragraph, a crucial one for Beating Time. At the end of December 2024, after over 10 years, Rachel (former COO) and I handed over to a new team; a team with the fresh energy which we felt was needed to take the Charity forward. At the same time, we bid farewell to Shoaib, our tech whiz, and Sarah, our financial backbone.

As Simon outlined in last year’s Chair’s Statement, we had a 2-year plan to find a new leadership team, systemise all our processes and capture our know-how, whilst also keeping the Charity running. 2024/25, the financial year under review, was a crucial one for us to ensure that the new team had the best foundation to settle in and to go forward with the strategy.



Prior to the handover we rationalised Inside Job, Finances and the Board, which meant:



INSIDE JOB:

- Refining our in-house designed and built, bespoke portal to better track Candidate and employer data, status and progress.
- Developing a Job Scanner, to make job searching the websites of the employers we work with easier for our Community Consultant team.
- Updating the Shared Contact Database.
- Capturing our know-how in a City & Guilds’ assured 12-part course for Inside Job staff and Recruiters, enabling consistent delivery of the Inside Job model and providing the technical foundation to scale.
- Streamlining a full document suite, including:
 - o all the branded promotional materials used to make us visible in prison
 - o comprehensive, easy-to-use documentation for our community staff and Prison Recruiter colleagues to gather information on Candidates
 - o all documentation relevant to employers.



FINANCES:

- Renewing and/or winning MoJ Dynamic Purchasing (“DPS”) contracts (where national prison budget cuts allowed).
- Maximising Trusts & Foundations funding, renewing as many grants as possible and securing new ones to leave the new team with a strong financial footing.
- Ensuring our funding processes and document library were complete and extensive.
- Enhancing our monthly financial review process.



BOARD CHANGES:

Sam Eastwood, Tom Snowden and Alberto Gonzalez stepped down from the Board, after five years of great service and friendship. I joined on 1 January 2025 and in April, Simon Morgan, after three years of excellent leadership as Chair, passed the baton to me. We were delighted to welcome Shoaib back, this time to the Board.

This combination of professional and commercial skills and lived experience of prison is what has enabled us to come so far in such a short period of time and deliver two very different programmes across so many prisons. I am grateful to my fellow trustees for their continuing commitment to the charity and work at every level. Rachel joined the Board on 1 September 2025.



BUILDING THE NEW TEAM:

Finally, we undertook an extensive search and recruitment process for a new CEO, COO and finance lead. This was not easy and unsurprisingly for charity succession, we had a couple of false starts which curtailed the intended handover period. We are grateful to Rachel for stepping into the breach in Spring 2025 to cover the COO function for five months whilst we recruited a new replacement. Abi joined us as COO on 11 August 2025.

The new Senior Management Team, Liv and Abi, have approached the challenges and responsibilities of running a prison charity with courage, dedication and skill and kept Beating Time on track, a feat we do not underestimate. Our new finance lead, Garima, has quickly earned the team’s confidence.

It has not been plain sailing, but we are afloat and on course.



FINANCES

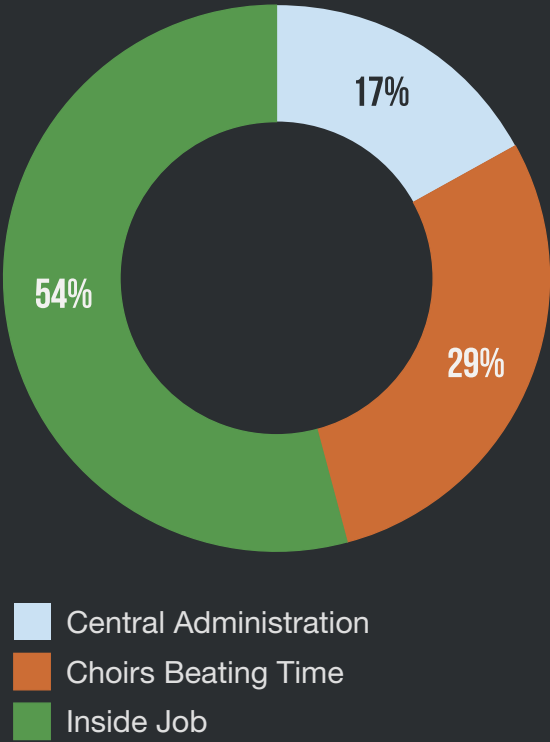
2024/25: Our income for 2024/25 slightly reduced (down 6%) both from Trusts & Foundations and Prisons as compared to our last financial year. Given the 42% increase in funding in the year to April 2024 on the previous year and the transition we had been implementing, this was anticipated.

What was not anticipated were the severe cuts to the Ministry of Justice’s Prison Education Dynamic Purchasing System (“DPS”) budget, which meant three of the five prisons Inside Job operated in contributed little or nothing financially

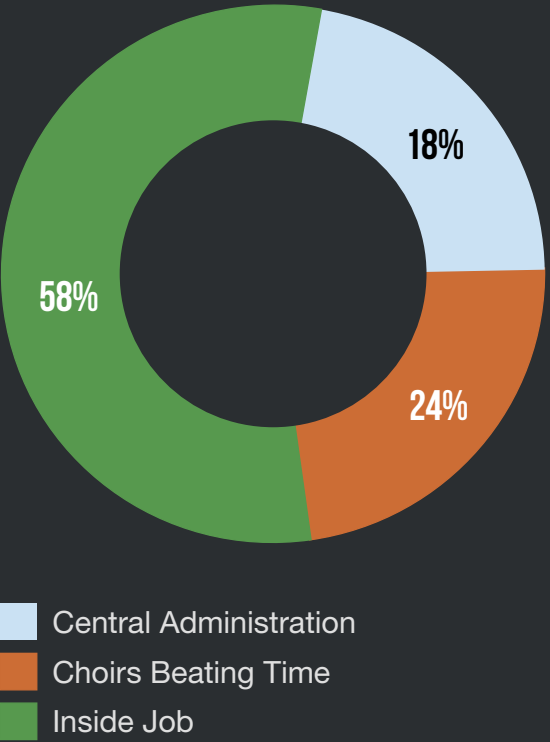
during the year under review. It also meant we had to close choirs in some prisons that could not make any financial contribution beyond 31 March 2025, in order to maintain reserves for 2025/26.

Despite these challenges, we raised £668,987 in 2024/25 against expenditure of £685,318. We closed 24/25 with total reserves (restricted and unrestricted) of £243,556. This, combined with known income to be received for 2025/26 of £442,098 achieved our goal of giving the new team a strong headstart for 2025/26’s standstill budget of £750,000.

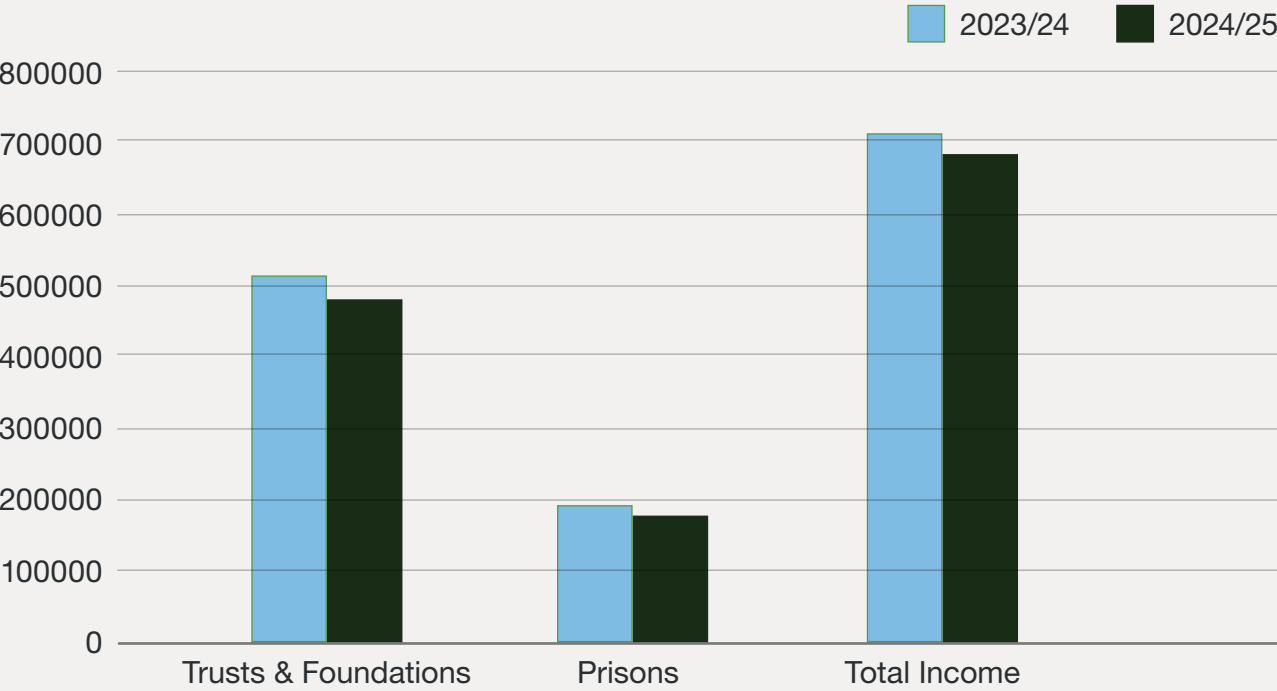
EXPENDITURE 2023/24



EXPENDITURE 2024/25



FUNDING: INCOME SPLIT BY SOURCE



FUNDERS

Not many Trusts & Foundations support prison charities. Over the past five years, we have been fortunate to secure grants from most of those that do. In London, our work continues to be supported by City Bridge Foundation, and elsewhere by Henry Smith Foundation and Garfield Weston Foundation. However, many trusts only invest for three years at a stretch or are changing the focus of their giving, so we are now seeing much of that funding coming to an end. We are particularly grateful to The Worshipful Companies of Drapers, Fishmongers, Weavers and Goldsmiths for their support in the past, and the long-term commitment made by The Bromley Trust and Charles Hayward Foundation.

Our new team have been outstanding during **2025/26**, securing 11 new funders to replace some of those reaching the end of their cycle and the loss of prison income highlighted above. We look forward to delivering the impact these funders want to see in the lives of people leaving prison and developing these new relationships.

2026/27: We are anticipating entering the 2026/27 financial year with stronger reserves than in previous years. This is both due to the new relationships mentioned above and perhaps the only silver lining from a staff shortage over the last 12 months – a reduction in 25/26 expenditure against planned budget. This projected strong close is giving us the flexibility to direct funds towards our strategy of expanding into the East Midlands.



STRATEGY AND GROWTH

Succession from a charity's founders is a notoriously risky time. Thanks to the work undertaken in 2024/25 (the financial year under review), we were able to provide a strong headstart in funding, a robust infrastructure, and established prison and funder relationships for 2025. Our new Senior Management Team have been able to focus on mastering their remits, ensuring impact, and sufficient stability to move forward.

Staffing, rising unemployment, the chaos in prisons and government cuts have been strong headwinds, but we know that these are the realities of operating in a harsh environment. In the circumstances, we are very pleased with the impact we have achieved in this year.

We are continuing to build the capacity needed for growth, in particular to strengthen leadership and oversight. We have recruited a Head of Programme Delivery to our senior team. With Choirs Beating Time and Inside Job now active across 13 prisons in the Midlands, London, Kent and (in partnership) Newcastle, this role is essential to maintaining discipline, consistency, and high standards across all programmes.

Our strategy for the remainder of 2025/26 and into 2026/27 is to:

- Maintain our presence in existing prisons.
- Open one new prison in London, taking the Inside Job London cluster to three.

- Open one new prison in the West Midlands, returning our group there to four.
- Launch two new Choirs.
- Establish a foothold for Inside Job in the East Midlands.
- Support 250 people a year into work immediately post-prison.
- Deliver 240 group singing sessions for at least 200 participants a year.
- Tailor and expand our music offer in the prisons we serve.

East Midlands Expansion

Opening Inside Job in the East Midlands remains part of our strategy during 2026/27. The region has seen significant expansion in the prison estate with the building of HMP Fosse Way, HMP Five Wells and expansion at HMP Gartree. This new capacity, when added to that of the existing prisons around Nottingham, Leicester, Peterborough and Derby, gives this area a high prison population. Support services have not increased proportionately. Accordingly, we feel this is where Inside Job should head next to meet the need.

We already have a Choir at HMP Fosse Way, so our established expansion strategy of creating local prison contacts through Choir and then building Inside Job around them, is underway. The area also has reasonable employment opportunities e.g., as a logistics hot spot based around the M1 and with ease of access to London, the North and East coast ports.



Above: Liw (CEO) collecting Beating Time's CJA Award for Outstanding Medium Organisation

AWARDS

Recognition, while not necessary, is always gratifying. We were proud to receive the Criminal Justice Alliance award for 'Outstanding Medium Organisation' in 2025. We were selected by a panel of experts in the field: Diane Curry OBE, Chris Henley KC and Christopher Stacey.



SOME OF OUR SUCCESSFUL CANDIDATES

THANK YOU

To our funders – your support makes our impact possible. We are grateful for your commitment to getting to know us, understanding our issues and fostering collaboration across the wider sector.

To our talented team of Music Directors and Sally, for keeping the music playing and bringing people together to make it.

To the prison governors and staff whose dedication shines through. Despite enormous challenges from all directions, you have, in every sense, opened the doors we, our candidates, singers and employers have walked through.

To the juggling experts of our Inside Job team, thank you for creating and pinning down all those opportunities for our candidates, and for your compassion and resilience.

To the tiny but mighty central team, who have hit the ground running and driven our fundraising and communications forward with energy and optimism.

To everyone at The Recruitment Junction for their partnership, friendship and professionalism which makes us more than the sum of our parts.

To my fellow trustees and in particular my predecessor as Chair, Simon, for their generosity, wealth of experience, intelligence, insight and integrity.

Finally, to our new Senior Management Team, who have climbed a mountain this year.

Yours faithfully,

DocuSigned by:
Heather Phillips
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Heather Phillips
Chair of Trustees and Founder of Beating Time

TRUSTEES' REPORT

The trustees present the annual report together with the financial statements of the charity for the year ended **30 April 2025**.

OBJECTIVES AND ACTIVITIES

The charitable objectives of Beating Time are unchanged. Our purpose remains *the promotion of the rehabilitation of prisoners for the public benefit to build the skills and capacity of offenders so that they can break the cycle of reoffending on release*.

Our main activities in relation to that purpose are:

- Choirs Beating Time: our therapeutic prison singing programme, and
- Inside Job: our through-the-gate employment programme.

The trustees have had and continue to have due regard to the guidance issued by the Charity Commission on public benefit.

ACTIVITIES: OUR PROGRAMMES AND AIMS

We run two continuous programmes, Choirs Beating Time (CBT) and Inside Job (IJ).

Choirs Beating Time

A year-round, weekly group singing and performance programme. It aims to:

- improve mental health and well-being;
- create a sense of social inclusion;
- maintain a positive identity.

Inside Job

An in-prison and through-the-gate employment initiative which:

- develops peer-led recruitment teams in prison;
- introduces employers to our Candidates, recruited by the Peer Recruiters;
- supports Candidates in prison and post-release into work.

ACTIVITIES: OUR PRISONS

Our work is delivered from three geographical hubs. We run hubs supporting (1) the Midlands (largely West Midlands) and (2) London & Kent. Our third hub in the North East is a joint venture with Newcastle-based charity and post-prison employment specialist, The Recruitment Junction.

During the financial year 2024/25 we have had contracts/relationships with the following prisons:

PRISON (Men)	PRISON TYPE	CONTRACTED/AGREED PROGRAMMES
Midlands		
HMP Birmingham	Local	CBT (including Artist-in-Residence) Inside Job
HMP Hewell	Local	Inside Job
HMP Gartree	Cat B	CBT (closed March 2025)
HMPYOI Swinfen Hall	YOI (18–29)	CBT Inside Job
HMP Stafford	Cat C – Sexual Offences	CBT (closed April 2025)
HMP Rye Hill (G4S)	Cat B – Sexual Offences	CBT (closed October 2024)
HMP Fosse Way (Serco)	Cat C – Resettlement	CBT
HMPYOI Stoke Heath	Cat C & YOI – Resettlement	Inside Job
London & Kent		
HMP Maidstone	Cat C – Foreign Nationals	CBT (two choirs until 31/3/25 and one choir subsequently)
HMP Swaleside	Cat B	CBT (two therapeutic groups – one based on the PIPE wing (psychological care) and one based on the addiction recovery wing)
HMPYOI Isis	YOI (18–27)	Inside Job
North East		
HMP Northumberland (Sodexo)	Cat C	Inside Job – in partnership with The Recruitment Junction
HMP Durham	Cat B	Inside Job – in partnership with The Recruitment Junction
HMP Holme House	Cat C	Inside Job – in partnership with The Recruitment Junction

Our work in 10 of these prisons has been funded through a combination of charitable donations and payments received under a contract with the prison. In addition, we received a small contribution from Oxleas NHS Foundation Trust during this period for our work in HMP Swaleside.

In HMP Northumberland, HMP Durham and HMP Holme House, management and day-to-day support of the project is provided by The Recruitment Junction. In the year under review, Beating Time made a £20,000 contribution towards Inside Job delivery in the North East.

During the financial year, we successfully retendered for four further contracts (Birmingham, Hewell, Swinfen Hall (CBT only), and Fosse Way). Rye Hill, Stafford, Maidstone and Gartree did not retender during the year for choir due to pressures on their budgets. We won two new DPS contracts in HMPYOI Isis and HMP & YOI Stoke Heath. These contracts expired or will expire during the financial year 2025/26. As in previous years, we will apply for renewal.

ACTIVITIES: COLLABORATIONS

We are continuing with our strategy to increase impact through collaboration. Alongside The Recruitment Junction, we continue to develop relationships with corporate partners to increase job opportunities available for Candidates.

ACHIEVEMENTS

Main achievements during the financial year to 30 April 2025:

- Supported **322** Choirs Beating Time singers, delivering **343** rehearsals and **26** performances.
- Supported **1,122** Inside Job Candidates throughout the financial year.
- Increased total Candidate job starts by **233** to **667**, demonstrating strong progression into employment.
- Delivered a bespoke, training programme for Inside Job Peer Recruiters in prison. The course has now been assured by City & Guilds.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Beating Time is a registered Charitable Incorporated Organisation (CIO) with voting members in addition to its trustees. Its governance is set out in its constitution, which is based on the Charity

Commission's model governing document. Trustees are appointed and operate in accordance with the constitution, and all new trustees receive a welcome guide outlining our key processes.

Organisation:

Trustees: Our trustees as at 30 April 2025 were:

- Heather Phillips – Chair
- Henry Featherstone
- Simon Morgan
- Paul Jackson
- Shoaib Ahmad

Changes during the accounting year:

Seymour (Sam) Eastwood, Thomas Snowden and Alberto Gonzalez-Carcavilla resigned as trustees.

Heather Phillips, former Chief Executive of the charity, joined the board on 1 January. Shoaib Ahmad was appointed trustee on 24 April 2025

As the financial year came to a close, Simon Morgan stepped down as Chair (he remains a trustee) and was succeeded by Heather Phillips.

Senior Management Team:

As reported in last year's Chair's Statement, Heather resigned as CEO on 31 December 2024 along with the COO, Rachel Mace. Liv Wicks replaced Heather as CEO. Following the new COO's resignation, Rachel Mace returned as interim COO in a part-time capacity in April 2025 for 5 months whilst a replacement was recruited and onboarded.

Central Team:

Two members joined the central team in September 2024 to increase fundraising and communications capacity. These are split roles with 50% of time allocated to front-line programmes.

The charity's freelance bookkeeper, Sarah retired in November 2024 having handed over the role to her replacement, Garima Rimal (also freelance).

The replacement of Heather, Rachel and Sarah was planned two years in advance.

Inside Job:

Inside Job had 6.5 FTE members of staff based in our Birmingham Office and 2.5 FTE members based in our London office over the year under review.

Changes during the accounting year:

One team member went on maternity leave. Five new members joined the team during the reporting period, one with

50% role allocation to Inside Job and one on a part-time fixed term contract.

Choirs Beating Time:

Area Managers: our Midlands Cluster continued to be overseen by Sally Debiage who is based in Birmingham. Our Kent prisons are managed out of our London Office as part of a split role (50% of the COO's time until 31 December 2024 then by Olivia Millard, Development Officer).

Musicians: Our team of seven community musicians continued to be led by Pete Churchill. Five of the team were based in the Midlands with two delivering to our four groups in two Kent prisons.

Volunteers:

We had 35 volunteers working as our Peer Recruiters delivering Inside Job in our prisons over the course of the financial year.

Data recording, analysis and development was supported by a volunteer based in our London office.



FINANCIAL REVIEW

Going concern: The trustees are pleased to report that Beating Time continues as a going concern.

Reserves and cash: The Charity’s reserve policy was expanded during the year under review to better reflect the charity’s fundraising strategy, pattern of receipts and needs. In particular, the ongoing reduction in available unrestricted funding (whether from charitable donors or prison contracts for charitable activities) and an increase in restricted funding. The reserves set aside provide financial stability and the means for the development of the charity’s principal activities.

In determining whether reserves at any time are at a sufficient level, the trustees have regard to, among other factors:

- all contractual commitments of Beating Time with third parties, e.g., prisons, to deliver its charitable activities and the period over which those activities are to be delivered,
- the level of bursaries accrued but not yet due to be paid to Inside Job Recruiters,
- payroll (including NIC and pension contributions) and freelance staff/ consultants’ costs and contract notice provisions,
- lease or premises licence obligations and the term(s) of those agreements,
- any other payments which must be met to comply with legal and other regulatory requirements, e.g. insurance, cyber security certificate,

- expenditure which is fully funded by restricted funding (Excluded Expenditure),
- the current level of restricted funds and the purpose for which they are held,
- anticipated multi-year grants,
- the current pipeline of funding applications, the funding climate and the funding strategy.

The trustees intend to maintain reserves at a level which is at or about (or greater than) 25% of Operating Expenditure (total annual operating expenditure – Excluded Expenditure).

The trustees keep this policy under regular review.

The total funds carried forward as at the year-end are £243,556. Of these reserves:

- £108,981 was restricted, and
- £134,573 was unrestricted as of 1st May 2025.

The trustees confirm that this complies with the current reserves policy.

Cash: As at the year-end, we had £210,147 cash in the bank (plus shares valued at £24,000).

Funding: We have two principal sources of funding – charitable donors and prison contracts.

Trusts & Foundations currently contribute c71% of the Charity’s income. For the financial year to 30 April 2025, we have received:

FUNDING SOURCE		AMOUNT
Trusts and Foundations	Unrestricted	£110,010
	Restricted	£364,000
Prison contracts		£177,009
Individual donations (unrestricted)		£10,332
Investment income		£7,636
Total income		£668,987

Expenditure

In the year under review, expenditure totalled £685,318. This was an increase on the previous year (23/24), where costs totalled £601,525. Between 23/24 and 24/25, there was an increase (5%) in our central costs. This was due to the planned overlap period for the handover of the

Senior Management Team roles. In addition, we added two new hybrid roles, focusing 50% on central support and 50% on frontline operations. This planned expansion of central management capacity was long overdue and necessary to underpin future growth.

OUR MAJOR DONORS (£10,000 AND ABOVE) WERE:

- Anne Bonavero Charitable Trust
- Bromley Trust
- Charles Hayward Foundation
- The Christopher and Henry Oldfield Trust
- City Bridge Foundation
- Drapers’ Charitable Fund
- Fishmongers’ Company’s Charitable Trust
- Garfield Weston Foundation
- Henry Smith Foundation
- Rayne Foundation
- Sackler Trust
- Society of the Holy Child Jesus
- Swire Charitable Trust
- Torsten & Cynthia Hart Charitable Trust

We wish to thank all our funders and those who donate considerable amounts of their time to support Beating Time’s work.

STATEMENT OF TRUSTEES’ RESPONSIBILITIES


The trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

The law applicable to charities 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 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping 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 Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the constitution. The trustees 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 annual report was approved by the trustees of the Charity on 17th February 2026 and signed on its behalf by:

DocuSigned by:

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Heather Phillips (Chair and On Behalf of the Trustees)

INDEPENDENT EXAMINER’S REPORT TO THE TRUSTEES OF BEATING TIME

I report to the charity trustees on my examination of the accounts of the charity for the year ended 30 April 2025 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

This report is made solely to the charity’s trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity’s trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity’s trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity trustees of Beating Time you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 (‘the Act’).

I report in respect of my examination of the Beating Time’s accounts carried out under section 145 of the 2011 Act and 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.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a ‘true and fair’ view and my report is limited to those specific matters set out in the independent examiner’s statement.

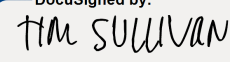
Independent examiner’s statement

Since Beating Time’s gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

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

1. accounting records were not kept in respect of Beating Time as required by section 130 of the Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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 accounts to be reached.

DocuSigned by:

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Tim Sullivan FCA
Field Sullivan Limited
9 Hare & Billet Road
Blackheath
SE3 0RB
Date: 26/02/2026

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 APRIL 2025

	Note	Unrestricted £	Restricted £	Total 2025 £	Unrestricted £	Restricted £	Total 2024 £
Income and Endowments from:							
Donations and legacies	3	120,342	364,000	484,342	147,554	373,233	520,787
Charitable activities	4	177,009	-	177,009	186,461	-	186,461
Investment income	5	7,636	-	7,636	5,191	-	5,191
Total income		304,987	364,000	668,987	339,206	373,233	712,439
Expenditure on:							
Charitable activities	6	(320,952)	(364,366)	(685,318)	(290,155)	(311,370)	(601,525)
Total expenditure		(320,952)	(364,366)	(685,318)	(290,155)	(311,370)	(601,525)
Unrealised gains/losses on investment assets		(11,889)	-	(11,889)	(222)	-	(222)
Net movement in funds		(27,854)	(366)	(28,220)	48,829	61,863	110,692
Reconciliation of funds							
Total funds brought forward		162,429	109,347	271,776	113,600	47,484	161,084
Total funds carried forward	17	134,575	108,981	243,556	162,429	109,347	271,776

All of the charity’s activities derive from continuing operations during the above two periods. The funds breakdown for 2024 is shown in note 17.

BALANCE SHEET AS AT 30 APRIL 2025

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	10	567	648
Tangible assets	11	6,790	9,932
		7,357	10,580
Current assets			
Debtors	12	36,230	19,269
Investments	13	24,000	35,889
Cash at bank and in hand		210,147	240,146
		270,377	295,304
Creditors: Amounts falling due within one year	14	(34,178)	(34,108)
Net current assets		236,199	261,196
Net assets		243,556	271,776
Funds of the charity:			
Restricted income funds			
Restricted funds	17	108,981	109,347
Unrestricted income funds			
Unrestricted funds		134,575	162,429
Total funds	17	243,556	271,776

The financial statements on pages 40 to 55 were approved by the trustees, and authorised for issue on 26th February 2026 and signed on their behalf by:

DocuSigned by:
Heather Phillips
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Heather Phillips
Chair and Trustee

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 APRIL 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash income / (expenditure)		(28,220)	110,692
Adjustments to cash flows from non-cash items			
Depreciation		6,365	6,085
Amortisation		81	81
Investment income	5	(7,636)	(5,191)
Revaluation of investments		11,889	222
		(17,521)	111,889
Working capital adjustments			
Decrease / (increase) in debtors	12	(16,961)	33,942
Increase in creditors	14	2,499	9,576
Increase in deferred income		(2,429)	8,096
Net cash flows from operating activities		(34,412)	163,503
Cash flows from investing activities			
Interest receivable and similar income	5	4,169	2,899
Purchase of tangible fixed assets	11	(3,223)	(7,256)
Income from dividends	5	3,467	2,292
Net cash flows from investing activities		4,413	(2,065)
Net increase / (decrease) in cash and cash equivalents		(29,999)	161,438
Cash and cash equivalents at 1 May		240,146	78,708
Cash and cash equivalents at 30 April		210,147	240,146

All of the cash flows are derived from continuing operations during the above two periods.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025

1 CHARITY STATUS

The charity is domiciled in England and Wales.
The address of its registered office is:
Gunnery Works,
9–11 Gunnery Terrace,
Cornwallis Road,
Woolwich,
London,
SE18 6SW

2 ACCOUNTING POLICIES

Statement of compliance

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) (effective 1 January 2019) - (Charities SORP (FRS 102) - Second edition October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation

Beating Time meets the definition of a public benefit entity under FRS 102. The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

Going concern

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

Judgements and key sources of estimation uncertainty

In the application of the charity’s accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the periods in which the estimate is revised where revisions affects only that period, or in the period of the revision and future periods where the revisions affects both current and future periods.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025 (CONTINUED)

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Donations and legacies

Donations and legacies are recognised on a receivable basis when receipt is probable and the amount can be reliably measured.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable that settlement is required, and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company 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 to charitable purposes.

Intangible assets

Intangible assets are stated in the Balance Sheet at cost less accumulated amortisation and impairment. They are amortised on a straight line basis over their estimated useful lives.

Tangible fixed assets

Individual fixed assets costing £500.00 or more are initially recorded at cost.

Amortisation

Amortisation is provided on intangible fixed assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Amortisation method and rate
Trademarks	10 year straight line

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Computer equipment	4 year straight line

Current asset investments

Current asset investments are included at the lower of cost and net realisable value / market value.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees’ discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025 (CONTINUED)

3 INCOME FROM DONATIONS AND LEGACIES

	Unrestricted General £	Restricted £	Total 2025 £	Total 2024 £
Donations and legacies;				
Donations from foundations	110,010	364,000	474,010	510,383
Donations from individuals	10,332	-	10,332	10,404
	120,342	364,000	484,342	520,787

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted General £	Total 2025 £	Total 2024 £
Prisons	177,009	177,009	186,461

5 INVESTMENT INCOME

	Unrestricted General £	Total 2025 £	Total 2024 £
Income from dividends;			
Dividends receivable from other listed investments	3,467	3,467	2,292
Interest receivable on bank deposits	4,169	4,169	2,899
	7,636	7,636	5,191

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	Choirs Beating Time £	Inside Job £	Administration and Support £	2025 £	2024 £
Musical Directors	113,478	-	-	113,478	129,297
Recruiter & Candidate costs (a)	-	4,392	-	4,392	1,629
Equipment & merchandise	-	1,972	-	1,972	3,921
Consultancy costs (b)	-	-	2,727	2,727	5,440
Fundraising Costs	-	-	2,973	2,973	7,809
Charitable Donations (c)	-	14,666	-	14,666	21,833
Bursaries (d)	-	23,982	-	23,982	19,130
CBT Regional Managers	14,495	-	-	14,495	15,676
Salary Costs (e)	26,531	268,689	92,762	387,982	299,252
IE Fees	-	-	2,802	2,802	2,694
Depreciation of trademarks	27	27	27	81	81
Rent, Rates & Utilities	4,315	30,160	4,316	38,791	24,506
Insurance	-	-	713	713	1,176
Telephone & Internet	253	505	253	1,011	1,369
Bookkeeping & Administration	556	2,223	8,781	11,560	6,263
Computer software and Maintenance	2,556	5,811	2,556	10,923	11,924
Printing Postage & Stationery	242	3,203	1,492	4,937	5,473
Trade Subscriptions	-	-	1,121	1,121	639
Sundries	-	-	-	-	75
Travel, Accommodation & Subsistence	1,498	21,876	1,994	25,368	20,840
Bank Charges	-	-	151	151	323
Depreciation of Office Equipment	1,591	3,183	1,591	6,365	6,085
Recruitment	-	2,170	576	2,746	1,666
Trustees Expenses	-	-	-	-	490
Training	-	8,795	-	8,795	3,923
Inside Job Programme Development	-	-	-	-	7,800
CBT equipment costs	63	-	-	63	-
Staff wellbeing and teambuilding	548	2,128	548	3,224	2,211
Totals	166,153	393,782	125,383	685,318	601,525

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025 (CONTINUED)

Notes to expenditure on charitable activities

Recruiter & Candidate Costs (a) – To meet needs, e.g., training materials, course fees, right to work documents, travel passes, where alternative, expedient funding is not available to support in securing work.

Consultancy costs (b) – Retention of HR advisors.

Charitable Donations (c) – This relates to carefully considered charitable donations to further Beating Time’s objectives, in particular, a donation to The Recruitment Junction to support the Inside Job partnership in the North East.

Bursaries (d) – We set aside a bursary for each Inside Job Peer Recruiter (our peer team workers in prison). It is calculated at a weekly rate of £120 per prison, divided by the number of Recruiters from time-to-time (capped at £60/week/head). It accrues weekly and is paid to the Recruiter on release or transfer to the open estate, subject to fulfilment of duties.

Salary costs (e) - Salary costs increased by £88,730 in the year ended 2024–2025 due to transitional overlap in senior leadership roles and the addition of two new members of staff split 50/50 central support and frontline programme delivery.

7 TRUSTEES REMUNERATION AND EXPENSES

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No other trustees have received any reimbursed expenses and no trustees have received any other benefits from the charity during the year.

8 STAFF COSTS

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	350,404	272,249
Social security costs	32,222	22,980
Pension costs	5,356	4,036
Other staff costs	8,795	3,088
	396,777	302,353

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2025 No	2024 No
Charitable activities	9	6

No employee received emoluments of more than £60,000 during the year

The total employee benefits of the key management personnel of the charity were £98,471 (2024 – £55,645).

Note 1: CBT staff costs were incurred through freelance session workers – see “Musical Directors” £133,478 (2024: £129,297) and “CBT Regional Support Manager” £14,495 (2024: £15,676) in note 6 of the accounts – and so are not included in the aggregate payroll costs.

Note 2: The aggregate payroll allocated to the programmes – CBT £26,531 (2024: £22,082) and Inside Job £268,689 (2024: £225,305) – are set out in note 6 to the accounts.

Note 3: Key management personnel included the CEO and COO salary and a (planned) overlap between the outgoing and incoming CEO and COO. In 2024, only the CEO salary was included as key management personnel.

9 TAXATION

The charity is a registered charity and is therefore exempt from taxation.

10 INTANGIBLE FIXED ASSETS

	Other intangible asset £	Total £
Cost		
At 1 May 2024	810	810
At 30 April 2024	810	810
Amortisation		
At 1 May 2024	162	162
Charge for the year	81	81
At 30 April 2025	243	243
Net book value		
At 30 April 2025	567	567
At 30 April 2024	648	648

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025 (CONTINUED)

11 TANGIBLE FIXED ASSETS

	Furniture and equipment £	Total £
Cost		
At 1 May 2024	34,352	34,352
Additions	3,223	3,223
At 30 April 2025	37,575	37,575
Depreciation		
At 1 May 2024	24,420	24,420
Charge for the year	6,365	6,365
At 30 April 2025	30,785	30,785
Net book value		
At 30 April 2025	6,790	6,790
At 30 April 2024	9,932	9,932

12 DEBTORS

	2025 £	2024 £
Trade debtors	13,643	-
Prepayments	2,735	1,321
Accrued Income	7,750	15,068
Other Debtors	12,102	2,880
	36,230	19,269

13 CURRENT ASSET INVESTMENTS

	2025 £	2024 £
Somero Enterprises Inc.	24,000	35,889

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Other taxation and social security	2,799	3,765
Other creditors	19,990	6,295
Accruals	5,722	15,952
Deferred income	5,667	8,096
	34,178	34,108

15 PENSION AND OTHER SCHEMES

Defined contribution pension scheme
The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £5,356 (2024–£4,036).

16 RELATED PARTY TRANSACTIONS

There were no related party transactions in the year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025 (CONTINUED)

17FUNDS

CURRENT PERIOD

	Balance at 1 May 2024 £	Incoming resources £	Resources expended £	Recognised gains/ losses £	Balance at 30 April 2025 £
Unrestricted funds					
General					
Unrestricted funds	162,429	304,987	(320,952)	(11,889)	134,575
Restricted funds					
The Drapers' Charitable Fund	-	25,000	(25,000)	-	-
The Fishmongers' Company's Charitable Trust	-	30,000	(30,000)	-	-
Foyle Foundation	8,000	-	(8,000)	-	-
The Goldsmiths' Company Charity	13,376	-	(13,376)	-	-
Swire Charitable Trust	-	20,000	(1,854)	-	18,146
The Henry Smith Foundation	31,869	70,000	(70,875)	-	30,994
Colyer-Fergusson Charitable Trust	8,749	-	(8,749)	-	-
Marsh Christian Trust	-	500	(500)	-	-
Garfield Weston Foundation	-	37,500	(37,500)	-	-
The Rayne Foundation	-	20,000	(20,000)	-	-
Charles Hayward Foundation	-	25,000	(25,000)	-	-
The Sackler Trust	-	25,000	(25,000)	-	-
City Bridge Foundation	-	67,000	(50,250)	-	16,750
G.I.L Charitable Trust	-	5,000	(3,816)	-	1,184
Torsten & Cynthia Hart Charitable Trust	-	10,000	(10,000)	-	-
The Robert Gavron Charitable Trust	-	4,000	(4,000)	-	-
The Charles Dunstone Charitable Trust	15,000	-	(15,000)	-	-
Maria Bj rnsen Memorial Fund	-	5,000	(2,000)	-	3,000
City & Guilds' Foundation	32,353	-	(6,703)	-	25,650
The Noel Buxton Trust	-	4,000	(4,000)	-	-
The Hadley Trust	-	5,000	(2,324)	-	2,676
The Hedley Foundation	-	5,000	-	-	5,000
The Charles Burnett III Memorial Fund (administered by Kent Community Foundation)	-	6,000	(419)	-	5,581
Total restricted funds	109,347	364,000	(364,366)	-	108,981
Total funds	271,776	668,987	(685,318)	(11,889)	243,556

17FUNDS

PREVIOUS PERIOD

	Balance at 1 May 2023 £	Incoming resources £	Resources expended £	Recognised gains/ losses £	Balance at 30 April 2024 £
Unrestricted funds					
General					
Unrestricted funds	113,600	339,206	(290,155)	(222)	162,429
Restricted funds					
Acts 435	-	400	(400)	-	-
The Drapers' Charitable Fund	-	25,000	(25,000)	-	-
The Fishmongers' Company's Charitable Trust	-	20,000	(20,000)	-	-
Foyle Foundation	-	10,000	(2,000)	-	8,000
The Goldsmiths' Company Charity	-	58,333	(44,957)	-	13,376
Henry Smith Charity	-	35,000	(3,131)	-	31,869
Colyer-Fergusson Charitable Trust	14,484	10,000	(15,735)	-	8,749
The 29th May 1961 Charitable Trust	-	4,000	(4,000)	-	-
The Brook Trust (administered by Kent Community Foundation)	-	5,000	(5,000)	-	-
CHK Foundation (Trustee's special interest grant)	8,000	10,000	(18,000)	-	-
Garfield Weston Foundation	-	30,000	(30,000)	-	-
The Rayne Foundation	-	25,000	(25,000)	-	-
Charles Hayward Foundation	-	25,000	(25,000)	-	-
KPMG	-	5,000	(5,000)	-	-
Foundation NX	-	4,000	(4,000)	-	-
Sackler Trust	-	5,000	(5,000)	-	-
Tinsley Foundation	-	2,500	(2,500)	-	-
The Weavers' Company Benevolent Fund	-	20,000	(20,000)	-	-
The Charles Dunstone Charitable Trust	20,000	15,000	(20,000)	-	15,000
Esmée Fairbairn Foundation (TASK Grant)	-	14,000	(14,000)	-	-
Maria Bj rnsen Memorial Fund	5,000	-	(5,000)	-	-
City & Guilds' Foundation	-	50,000	(17,647)	-	32,353
Total restricted funds	47,484	373,233	(311,370)	-	109,347
Total funds	161,084	712,439	(601,525)	(222)	271,776

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 APRIL 2025 (CONTINUED)

The specific purposes for which the restricted funds received in the financial year are to be applied are as follows:

Inside Job:

- Charles Hayward Foundation
- City Bridge Foundation
- Drapers’ Charitable Fund
- Fishmongers’ Company’s Charitable Trust
- Garfield Weston Foundation
- Marsh Christian Trust
- Rayne Foundation
- Swire Charitable Trust
- The G.I.L. Charitable Trust
- The Goldsmiths’ Company
- The Hadley Trust
- The Hedley Foundation
- The Henry Smith Foundation
- The Noel Buxton Trust
- The Robert Gavron Charitable Trust
- The Sackler Trust
- Torsten & Cynthia Hart Charitable Trust

Choirs Beating Time:

- Maria Björnson Memorial Fund
- The Charles Burnett III Memorial Fund (administered by Kent Community Foundation)

18 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted General £	Restricted £	Total funds £
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Current period			
Intangible fixed assets	567	-	567
Tangible fixed assets	6,790	-	6,790
Current assets	161,396	108,981	270,377
Current liabilities	(34,178)	-	(34,178)
Total net assets	134,575	108,981	243,556
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Previous period			
Intangible fixed assets	648	-	648
Tangible fixed assets	9,932	-	9,932
Current assets	185,957	109,347	295,304
Current liabilities	(34,108)	-	(34,108)
Total net assets	162,429	109,347	271,776
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