

**National Coaching Foundation (The)  
t/a UK Coaching**

**(A company limited by guarantee)**

Report and Financial Statements

Year Ended

31 March 2022

Registered Number 02092919

Charity Number 327354

# **National Coaching Foundation (The) t/a UK Coaching**

**(A company limited by guarantee)**

## **Report and financial statements for the year ended 31 March 2022**

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# **National Coaching Foundation (The) t/a UK Coaching**

**(A company limited by guarantee)**

**Reference and administrative details of the charity, its trustees and advisers  
for the year ended 31 March 2022**

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## **Trustees**

A S Duncan, Chair  
W A Allison  
E J Broadbent  
C E Rattigan  
R K Ranganathan  
J Thomson Stent  
D L Vickers  
M A Bramley  
N S Kosky  
C L Lister  
A M MacGregor

## **Company registered number**

02092919

## **Charity registered number**

327354

## **Registered office**

2 City Walk, Leeds, West Yorkshire, LS11 9AR

## **Patron**

HRH The Princess Royal

## **Chief executive officer**

M D Gannon

## **Independent auditor**

BDO LLP, 55 Baker Street, London, W1U 7EU

## **Bankers**

National Westminster Bank Plc, PO Box 154, 8 Park Row, Leeds, LS1 5HD

## **Solicitors**

Blacks Solicitors LLP, City Point, 29 King Street, Leeds, LS1 2HL

## **Investment managers**

Schroder and Co. Limited, 1 London Wall Place, London, England, EC2Y 5AU

# **National Coaching Foundation (The) t/a UK Coaching**

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## **Introduction from the Chair and the Chief Executive Officer for the year ended 31 March 2022**

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### **Chairman's Statement**

There is no shortage of challenges to be conquered in the quest to create a healthier and happier nation, and the coaching community has been and is impacted by the continuing turmoil in the world as much as anyone else.

The ongoing fallout of the COVID-19 pandemic has preceded a cost of living crisis compounded by the war in Ukraine. Together, these create an environment that challenges and can confound even the most determined efforts to increase activity and help bring down the barriers that prevent so many from enjoying and benefitting from an active lifestyle.

In England, we know that activity levels are significantly down compared to pre-pandemic with 600k (1.9%) fewer active adults and 1.3m (2.6%) more inactive adults than in 2019. It's also the case that the same groups who were hit hardest by lockdown will be hit hardest by the looming economic crisis.

In the aftermath of COVID-19, we supported 25,000 coaches in some of the country's hardest hit areas to get them back into coaching and back to getting people active.

Our response to the current crisis must be to focus on how our work can help tackle the inequalities at the heart of sport and activity, as well as to provide great support and learning to all our current and future coaches.

Against that background, UK Coaching has continued its transformation to be 'Here for the Coach'. More than 173,000 coaches are now registered to use our learning and development content. They are the coaching family. Now is the time to ensure that they have the support that they need to unleash their potential and change lives.

UK Coaching continues to work closely with Sport England and many other partners to take forward our agenda of 'Uniting the Movement'. In the coming months, we will roll out an ambitious project called the 'Children's Coaching Collaborative'.

This work aims to change the way that children are coached, shining a light on the importance and the wide-ranging benefits of child-led, rather than adult-led, sessions. The aspiration is to change the culture of coaching in a way that is a game changer for our young people.

We have also been working hard to change the environment for women in coaching, banging the drum for more opportunities as well as sharing stories from current women's coaches to empower more people to consider a career in coaching.

At UK Coaching, we continue our own internal transformation. We have moved to new modern digital headquarters in the centre of Leeds, and across the country, we have increased the extent of our hybrid working for our people in the field. We continue to invest in our digital modernisation, especially focussing on the UK Coaching Club as the virtual home of coaching to ensure that we can continue to meet the needs of the diverse coaching family.

I believe that one of the best nights of the year is our UK Coaching Awards – a truly inspirational event that renews one's faith in the ability of human beings to nurture and inspire others to achieve the unimaginable and that provides clear testimony of the importance of ensuring that coaches receive the support that they need to flourish.

In 2021, it was great to see the event held in Leeds and to be able to bring so many of the coaching family together again. The upcoming 2022 UK Coaching Awards will again raise the profile of coaching in the UK, celebrating our hard-working coaching family for their efforts in all sports and physical activities.

I would like to thank all the magnificent team at UK Coaching for their hard work. From the newest recruit to the longest-serving veteran, they make their Board proud. I would also like to express my gratitude for the hard work and commitment of all our board members and to reach out to our many partners to thank them for their support.


Tackling inequalities and changing lives is a team effort. While there is much more to do, we hope that we have taken significant steps in the past 12 months to unite the movement.

# **National Coaching Foundation (The) t/a UK Coaching**

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## **Introduction from the Chair and the Chief Executive Officer (continued) for the year ended 31 March 2022**

The coming months may be as testing as any over the pandemic period, and UK Coaching pledges to do its part in meeting and beating the challenges ahead.

  
**Atholl Duncan**  
Chair

Date 8 December 2022

### **Chief Executive Officer's Statement**

It has been another roller coaster year for people, their communities, and the whole sector, as many sports clubs and organisations had to adapt quickly to overcome the innumerable and ever-changing challenges presented by COVID-19.

However, with a rise in the number of people exercising outside, an increased focus on bringing coaching into the digital world, and the growing use of technology to help unite communities in the face of adversity, the future of coaching is looking bright and exciting, and we're keen to advocate and support this positive digital transformation.

Having invested in our digital capability pre-pandemic, we adapted quickly and efficiently to meet the needs of coaches and our staff. We accelerated ahead of schedule with the delivery of online classrooms, workshops (when safe and appropriate to do so) and courses to enable new and existing coaches to enhance their skills and continue their professional development to grow their skills despite the challenges.

As we learned to adapt to the frequent changes to guidance on sport and physical activity, we focused on creating a blended learning approach by making learning readily available and accessible. Alongside that, we also continued to adapt and implement face-to-face learning when possible, to ensure that coaching could continue to meet everyone's needs.

Over the last two years, we estimate that we have lost 20% of the coaching workforce. Activity leaders, fitness instructors, sports coaches, personal trainers and many more who are critical in the delivery of physical activity faced considerable challenges, and some had to make tough decisions about where it was practical and achievable for them to focus their energies.

When we lose a coach, we do not just lose a training session or a workout. We lose a connection with our community, the opportunity to hang out with and make new friends and an important opportunity to be active.

This is why UK Coaching is determined to be here for the coach.

In response to the ever-evolving adversity that coaches face, we engaged with seven of the nation's leading sports to plan the delivery of #Born2Coach— a positive, future-focused movement aimed to inspire and empower more people to consider a career in coaching and realise their potential as part of the coaching family.

Our collective role at UK Coaching, alongside volunteer and paid coaches, is to support those who aspire to get involved in coaching, including those interested in a coaching career. We want to make it easier for new coaches to thrive and current coaches to advance, and to ensure that a progressive and recognised career is available for anyone and everyone who is #Born2Coach.

Some communities have been affected more than others. If we are to make sure that great coaching is accessible to all, we must have a greater focus on and support for these communities going forward.

This is why we're working with partners to help grow and develop activity in these communities and to strengthen the range and number of opportunities available in coaching to reduce barriers preventing any aspiring coaches from being the best they can be.

## **National Coaching Foundation (The) t/a UK Coaching** (A company limited by guarantee)

### **Introduction from the Chair and the Chief Executive Officer (continued) for the year ended 31 March 2022**

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From a long-term perspective, we believe that coaches will come out of the pandemic stronger and more successful than ever. But to help the industry achieve long-term success, we must recognise where we are now.

We know that great coaching is all about people, and we aim to live and breathe what we preach.

Recognising that our staff are critical to the success of the organisation and our work, we have invested in our staff over the last two years to support their needs, learning, and development and were delighted to feature on three Best Companies lists for 2022:

- Not-For-Profit Body's Best Organisations To Work For.
- Regional Best Companies.
- UK's Best Mid-Sized Companies.

We are more committed than ever to be 'Here for the Coach' and will continue to celebrate and champion the difference that coaches make to people and communities from all backgrounds and walks of life.

Finally, and most importantly, on behalf of UK Coaching, we want to thank all those great coaches out there that continue to make a difference. *Thank you for everything that you do.*

DocuSigned by:

*Mark Gannon*

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Mark Gannon  
CEO

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Trustees' report (including strategic report) for the year ended 31 March 2022

The Trustees present their annual report together with the audited financial statements of the group and the charity, The National Coaching Foundation, for the year ended 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document, and the provisions of the Statement of Recommended Practice (SORP 2nd Edition), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The charity also trades under the name UK Coaching.

### **Objectives and Activities**

UK Coaching is the UK's leading charitable organisation for sports and physical activity coaches. We empower, educate, celebrate, and develop coaches to play a crucial role in building healthier and happier communities. We believe that great coaching changes lives and communities and is the catalyst for a healthier future.

**Our Vision:** To build healthier and happier communities through great coaching.

**Our Purpose:** To be here for the coach by supporting all coaches to be great.

**Our Mission:** To become the UK's leading destination for learning and development, products and services for coaches.

**Our Charitable Goal:** To continue to reinvest in coaching – developing and inspiring future generations.

We develop coaches by supporting, representing and enabling them to deliver #GreatCoaching to the lives of millions.

How do we do this?

- **We Represent:** the collective voice of coaching in the UK, celebrating and representing coaches in the media, working with the UK government for support, funding and legislation, and championing inclusivity and diversity at every step.
- **We Empower:** developing coaches through online and offline learning and courses, events, and workshops that cater to every conceivable need and every stage of an individual's coaching journey.
- **We Assist:** by providing toolkits, resources, insurance, legal services and selected partner offers via our UK Coaching Club.
- **We Connect:** our community of peers, experts and coaches to share best practice, elevate each other, and collaborate with sporting bodies and organisations.

Between April 2021 and March 2022, we have been here for the coach by:

- tackling inequalities and disparities in coaching to ensure that more people can benefit from great coaching. Our work in this area has included our Women Who Coach toolkit, building the foundations for our #Born2Coach movement that will position UK Coaching as the hub of learning and development for coaches through collaboration with our partners, and developing inclusive and accessible learning and resources;
- providing a free sudden cardiac arrest toolkit developed in collaboration with Resuscitation Council UK, St John Ambulance and Joe Humphries Memorial Trust, and funded by Sport England, to all coaches to help support life-saving coaching;
- collaborating with the coaching family across the UK, as well as partner organisations, experts, providers, professional support services and more to inform our 'Here for the Coach' campaigns; and
- supporting coaches across sport and physical activity to recover and take the opportunity to reinvent to ensure that they can continue to meet the needs of the people and communities that they serve.

# National Coaching Foundation (The) t/a UK Coaching

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## Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)

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### **Objectives and activities (continued)**

Our values define how we will deliver our strategic goals. Taking collective ownership of these cultural behaviours and guiding principles will help drive our success over the next ten years.

- **We Collaborate:** We foster an environment of respect and inclusivity that supports self-discovery, authenticity, and belonging. We encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all our endeavours.
- **We Coach:** Great coaching is about a person-centred experience that is positive, motivational, caring, and rewarding. We solicit the input of others and strive for transparency and inclusiveness in all communications, ensuring that people feel heard.
- **We Care:** We care about diversity in physical activity and sport and proactively strive to tackle inequalities. We care about making physical activity and sport safe and accessible to everyone. We demonstrate empathy, being supportive, take a non-judgemental approach and strive to create an environment of psychological safety.
- **We Champion Innovation:** We recognise the importance of growth and strive to create an atmosphere of continuous improvement. We embrace state-of-the-art technology and innovate by providing high-quality learning content and delivery. We are bold, and are prepared to rip up the rule book and look for new ways to achieve our collective goals.

Further information about the work undertaken can be viewed in our 2021-2022 Annual Review: <https://www.ukcoaching.org/about/>

### **Public benefit**

Our Trustees have complied with their duty in accordance with the UK Charities Act 2011 to follow the Charity Commission's guidance on the operation of this public benefit and the Trustees feel that the activities of the charity are such that the requirement is fulfilled without unfair restriction on access and without producing any detriment to the public. In particular, the trustees take care to ensure that planned activities contribute to the charity's aims and objectives.

### **Strategic report**

#### *Achievements and performance*

The achievements and performance of the charity and group are discussed in detail within the Chairman's and CEO's report.

The performance of the charity was affected in the year to 31 March 2022 by the COVID-19 crisis and inevitably we saw a reduction in some income streams but were able to also reduce our operating costs.

The organisation started in a strong position because of the prior year's acceleration of its digital capacity and positioning in the sector. In addition, our new office and updated key technologies helped staff work successfully in a hybrid manner.

With restrictions coming to an end, we were able to return to face-to-face coaching. Our workforce was able to balance their work both remotely and at HQ and they continued to give coaches and our partners the highest level of customer service.

Across our social media channels, we highlighted essential developments, campaigns and news from the coaching sector, and we successfully delivered both online and face-to-face workshops.



# **National Coaching Foundation (The) t/a UK Coaching**

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## **Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)**

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### **Strategic report (continued)**

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

Our Leeds-based office allowed us to continue our work in becoming a more digital organisation and meet the needs of coaches. It enabled us to be agile in an ever-changing economic and social climate and deliver on our promise of supporting and delivering great coaching.

Our reaction to COVID-19 meant that we were able to support coaches and the sport and physical activity landscape through the uncertainty and changing environment caused by the pandemic, and once restrictions had been lifted, we were in a strong position to rebuild.

With research showing that the pandemic has had a more significant impact on people from disadvantaged backgrounds, we focused our campaigns and messaging on tackling inequalities and showing that we are 'Here For the Coach,' but also here for the next generation of coaches to help rebuild communities and individuals.

### **Plans for future periods**

Looking ahead towards 2022-2023, we are keen to continue to reinvigorate the coaching workforce by encouraging more diverse coaches of all ages to join the sector through our #Born2Coach movement. The movement will position UK Coaching as the hub of learning and development for coaches through collaboration with our partners.

Our key objectives in 2022-2023 and for the future are to:

- understand our customer and stakeholder needs and provide excellent customer service, ensuring we consult and liaise with our key customers to deliver our objectives;
- deliver the best products and services to reinforce our mission, ensuring that learning and development, products and services are relevant, current, accessible and engaging;
- develop, enable and facilitate a high-performing organisation focussing on our people and influencing a positive and diverse culture;
- tackle inequalities to build a mass movement of highly trained, highly motivated, high-quality coaches to inspire and influence behaviour change across all age groups, levels of ability and backgrounds; and
- create a sustainable business as a not-for-profit organisation with charitable status: every penny we receive, through investors or our own trading, is put back into our work to support and elevate coaches and coaching.

Operationally, we will help coaches, coach developers and the coaching system by focussing on:

- research and insight ;
- inclusion and diversity;
- learning and development for coaches and the coach development workforce; and
- marketing and communications and digital infrastructure.

# National Coaching Foundation (The) t/a UK Coaching

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## Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)

### **Plans for future periods (continued)**

These fall into four key areas of work:

1. **Representing the coaching workforce** and the impact they have on lives, communities and the nation by raising the profile of coaches through our campaigns and events.
2. **Helping coaches to be great with learning and development**, including tackling inequalities to develop more coaching opportunities, using the success of our Coach Development Programmes to design a new series of learning journeys, and developing the five pillars of Duty to Care to include more elements around safety, including first aid, risk assessment, sudden cardiac arrest, and clean sport content in collaboration with partners and subject matter experts.
3. **Supporting coaches with products, services and information**, such as insurance, financial and legal assistance, job information for coaching roles, funding opportunities, course listings and up-to-date information on helping coaches to return to play and more people to get involved in coaching.
4. **Connecting coaches and collaborating with partners**, including delivering connection events for coaches and partners, co-branded learning and resources to support coaches in their journey and enhancing and developing our UK Coaching Club.

The pandemic has significantly impacted everyone working in sport and physical activity. UK Coaching will provide a roadmap to a brighter future for all, where every individual has an equal opportunity to participate in physical activity and sport and get access to great coaching with all the extensive benefits that this brings.

The 10-year strategy set out by Sport England showed how the sport and physical activity industry will keep *'movement, sport and activity central to lives of everyone'* throughout these uncertain times, while looking ahead to the future.

At UK Coaching, we believe that coaches will be central to achieving this aim and to rebuilding communities that were affected by the pandemic.

### **Financial review**

#### *a. Financial review*

The consolidated accounts show net expenditure in the year of £330,968 (2020/21– net expenditure £785,778).

The company UK Coaching showed net expenditure of £264,519, this is inclusive of the qualifying charitable donations from subsidiary companies of £Nil (2021/20 - net deficit of £1,212,880, inclusive of Gift Aid receipts of £39,792).

#### *b. Sources of funding*

The principal source of funding to UK Coaching is grant aid. The amount of core grant income received by UK Coaching during 2021/22 was £2,200,000 from Sport England and £254,611 from UK Sport.

Grant income has been expended in the following areas:

- Here for the coach.
- Talent.
- Community and partners.
- Children and young people.
- Performance to high performance.
- Research and insight.
- Retain to retain.
- Co-branding.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)

### Financial review (*continued*)

#### *b. Sources of funding (continued)*

Our subsidiary, UK Coaching Solutions Limited, continues to deliver quality services to its partners. These services complement the core mission of the charity and its key business objectives so that the quality of coaching is enhanced at all levels.

UK Coaching Solutions Limited made a profit of 55,120 for 2021/22 and did not make any gift aid payments to UK Coaching for the year (2020/21 – loss of £489,088).

Physical Activity Limited and Professionals Active Registers LLP were dormant during the year.

The effects of the COVID-19 crisis affected the organisation during the year but the deficit was better than originally forecast with management taking action to mitigate the risk by focusing on effective cost management and providing digitally based products and services.

Sport England have continued to support the Charity through investment of £10m over 5 years until March 2027.

#### *Fundraising*

The charity does not actively fundraise for any donations or use any professional fundraiser or commercial participator to carry out activities on the charity's behalf. As a result of this the charity is not a participant of a voluntary scheme for regulating fundraising, or any voluntary standard of fundraising for the activities carried out on behalf of the charity. Should the charity at some point in the future undertake a specific fundraising campaign or start to generate more income through fundraising, the trustees will look to sign up to a voluntary fundraising code. The charity has had no complaints in the year.

#### *c. Reserves policy*

During the year the Trustees (Directors) reviewed the Group's requirements and risks to the organisation and supported the amendment to the policy whereby unrestricted funds of the Charity should be held equivalent to 3 months operational expenditure, which is £1.1 million (6 months operational expenditure was £1.8 million in 2021/22).

The Trustees will continue to review the reserves policy in line with the financial performance and working capital requirements of the organisation. The Charity has a good level of liquidity to continue with the current activities and strategic direction.

The unrestricted reserves at the 31 March 2022 were £2,325,543 which is above the range as agreed by the Trustees. The free reserves (defined as unrestricted reserves less intangible and tangible fixed assets) at 31 March 2022 were £1,425,476.

The restricted reserves at the 31 March 2022 were £194,813 (£15,225 in 2021/22) in relation to an unspent grant.

The Trustees (Directors) consider that the National Coaching Foundation's reserves policy has been met.

The Covid-19 crisis has affected the sector but has not affected the ability of the Charity to comply with its reserves policy in the year to 31 March 2022. It is expected that net expenditure in the year to 31 March 2023 will reduce the reserves and specific measures to mitigate the financial risks can be found in *section f Risk management*.

#### *d. Material investments policy*

Cash holdings should be held at a minimum amount equal to 2 months Group Payroll expenditure. This is to ensure adequate funds are available for meeting liabilities should any delay in funding be received and to allow time to make alternative funding arrangements, if necessary.

# National Coaching Foundation (The) t/a UK Coaching

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## Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)

### Going concern

The financial performance of the Charity was affected in the year to 31 March 2021 by the COVID-19 crisis but was £300,000 better than the original forecast, including a gain on our investments of £84,568 resulting in our investment valuation held with Schroder Cazenove as at 31 March 2022 of £2.0m and can convert this to cash within 4 to 30 days.

We continued to escalate our digital and on-line offer by providing more online products and services and reached out further to our community using our social media channels to generate new and alternative income and management continued to mitigate risk by reviewing and reducing costs where appropriate.

Sport England have guaranteed the grant funding of £10m through to March 2027 and additional support to provide a co-branded partner web page and support coaches to return to coaching following the Covid pandemic via the retrain to retain initiative. We remain confident of working with all of our partners over the coming years.

Management have assessed the available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue and extrapolated this to 2024/25 as part of their long-term plan.

In making its assessment, management have prepared detailed forecasts which, given the COVID19 pandemic, have been reviewed and updated monthly and the forecasts reflect potential scenarios and management's plans.

Management have considered the future availability of cash resources and the flexibility of its cost base and based on the above factors, management are confident that the group remains a going concern for the foreseeable future, and the financial statements have thus been prepared on this basis.

### Structure, governance and management

#### *a. Constitution*

The National Coaching Foundation (UK Coaching) is limited by guarantee with charitable status (charity registration number 327354) and the extent of the subscribers' liability is limited to a maximum of £1.

The company is governed by its Memorandum and Articles of Association, which are dated 15 April 2018.

#### *b. Directors (Trustees) and their interests*

All directors of the company are also nominated trustees. The names of the directors at the date the report was approved, and those who served during the year, are set out below.

A S Duncan, Chair  
W A Allison  
E J Broadbent  
C E Rattigan  
R K Ranganathan  
J Thomson Stent  
D L Vickers  
M A Bramley  
N S Kosky (appointed 4 April 2022)  
C L Lister (appointed 22 February 2022)  
A M MacGregor (appointed 4 April 2022)  
A M D Gilmartin Smith (resigned 31 December 2021)  
R T J Wheeler (resigned 31 December 2021)

# National Coaching Foundation (The) t/a UK Coaching

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## Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)

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

#### *b. Directors (Trustees) and their interests (continued)*

New directors are appointed to the Board on the basis of expertise and knowledge in relevant areas.

The appointment of directors is subject to the conditions within the current Memorandum and Articles of Association. After a formal and tailored induction, the role and training of directors and review of their performance is considered by the Chair, and by the Nominations Sub Committee and the Governance Sub-Committee.

The Board seeks to ensure that the needs of the organisation and its customers are met by appointing to the Board individuals that have the skills, knowledge, and attributes to help drive the organisation and its work forwards.

New trustees undergo an orientation to brief them on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the Committees and decision making processes, the Strategy and Business Plan, and most recent financial performance of the charity. During the period of their induction, they may also meet key employees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role, subject to the approval of the Chair.

The Company has entered into qualifying third party indemnity arrangements for the benefit of the Directors in a form and scope which comply with the requirements of the Companies Act 2006.

#### *c. Organisation*

Full Board ("Board" refers to the UK Coaching Board members who are made up of the Non-Executive Directors and the Non-Executive Chairman only) meetings are held at least four times per annum. During 2021/22, there were three formal reporting Board meetings.

The Charity continues to comply in full with the Code for Sports Governance.

The Code for Sports Governance sets out the levels of transparency, accountability and financial integrity that will be required from those who ask for Government and National Lottery funding.

The Code has three tiers and will apply to any organisation seeking funding from Sport England or UK Sport, regardless of size and sector, including national governing bodies of sport, clubs, charities and local authorities.

Responsibility for reviewing key areas of activity and policy is delegated to Sub Committees of the Board, informed by the corporate management team and supported by the wider board of trustees and other professionals as required.

The directors delegate the operational running of the charity within formulated and agreed policies, to the senior management team under the leadership of the Chief Executive Officer, Mark Gannon. Delegated responsibilities are ratified through the Board of Directors.

#### *d. Pay policy for senior staff*

The Trustees consider that the Board and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis.

The pay of senior staff is reviewed annually and is normally increased in accordance with average earnings. In view of the UK Coaching position, the directors benchmark against pay levels of other nationally funded partners.

All Trustees give of their time freely, and only the Chair receives a remuneration, in 2021/22 this was £15,000 for services provided in that capacity (2020/21 - £15,000). None of the other Trustees received any remuneration as approved by the Charity Commission or benefit in relation to their work with the charity during 2021/22 or 2020/21.

# National Coaching Foundation (The) t/a UK Coaching

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## Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)

### Structure, governance and management (continued)

#### *e. Related party and co-operation with other organisations*

The charity has three wholly owned subsidiaries; UK Coaching Solutions Limited (formerly Coachwise Limited), Physical Activity Limited and Physical Active Registers LLP.

UK Coaching Solutions Limited is a trading subsidiary, which pays over profits to UK Coaching under gift aid provisions. UK Coaching Solutions Limited is operated and managed independently of UK Coaching but there is representation from the parent charity on the Board of UK Coaching Solutions Limited and reporting from UK Coaching Solutions Limited to UK Coaching at every Board meeting.

Both Physical Activity Limited and Physical Active Registers LLP have been dormant during the year to March.

Details of Trustees expenses and related party transactions are disclosed in note 10 to the accounts. Trustees were directly reimbursed expenses in the sum of £2,606 (2020/21 - £236) upon application of an expenses policy, for those costs incurred necessarily in attendance at Board and Sub Committee meetings or on charity business. The total cost of Board meetings is reflected within Support costs, allocated as Charitable spending in these accounts.

Any connection between a trustee or senior manager of UK Coaching with a sport or partner must be disclosed to the Board in the same way as any other contractual relationship with a related party. A register of Board interests and Staff interests is maintained, and interests are declared appropriately in relation to Board meetings.

### Our Commitment to Sustainability

Our mission is to make the nation happier and healthier through great coaching and create a greater awareness and effort to improve sustainability.

As the leading organisation for coaches of sport and physical activity, we know that great coaching alone is not enough to create a healthier and happier nation.

That's why we continuously seek to improve and implement environmental, social and governance principles throughout the organisation and the wider community – with the result being that we help create a more sustainable future for our planet and every person on it.

Our aim is to improve how our workforce operates, provide accurate and engaging information to help build knowledge, and improve how we connect with our audiences.

It's vital that as an organisation, we both embrace and address environmental and societal challenges to not only create a vibrant coaching experience for every participant within physical activity and sport, but also to have a real-life impact on communities across the UK and beyond.

That's why we are committed to:

- mitigating our environmental footprint and working with our partners to achieve carbon neutrality;
- providing appropriate training and resources that support a sustainable environment, social and good governance practices; and
- promoting a work environment that values Equality, Equity, Diversity and Inclusion (EEDI), policies and ensures that employees feel empowered to uphold them and contribute and participate in all aspects of the organisation, whilst being their authentic self.

# **National Coaching Foundation (The) t/a UK Coaching**

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## **Trustees' report (including strategic report) for the year ended 31 March 2022 (*continued*)**

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### **Auditor**

All of the Trustees as at the date of this report have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information. The Trustees are not aware of any relevant audit information of which the company's auditor is unaware.

In approving the Trustees' Report, we also approve the Strategic Report included therein, in our capacity as company directors on 8 December 2022 and signed on their behalf by:

DocuSigned by:

*Claire Lister*

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**Claire Lister**

Chair of Finance, Audit and Risk Committee

## **National Coaching Foundation (The) t/a UK Coaching** **(A company limited by guarantee)**

### **Trustees' responsibilities statement for the year ended 31 March 2022**

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The Trustees (who are also directors of The National Coaching Foundation for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



# National Coaching Foundation (The) t/a UK Coaching

## (A company limited by guarantee)

### Independent auditor's report

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#### Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources and the Parent Charitable Company's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of National Coaching Foundation (The) t/a UK Coaching ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2022 which comprise the consolidated statement of financial activities (incorporating the income and expenditure account), the consolidated statement of financial position, the charity statement of financial position, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence*

We are independent of the Group's and of the Parent Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

#### Conclusions related to going concern

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

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

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

#### Other information

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

We have nothing to report in this regard

# National Coaching Foundation (The) t/a UK Coaching

## (A company limited by guarantee)

### Independent auditor's report (*continued*)

#### Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

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

- adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### Responsibilities of Trustees

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

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

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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

#### *Extent to which the audit was capable of detecting irregularities, including fraud*

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

Based on our understanding and accumulated knowledge of the Group and Parent Charitable Company, and the sector in which they operate, we considered the risk of acts by the Group or Parent Charitable Company which were contrary to applicable laws and regulations, including fraud and whether such actions or non-compliance might have a material effect on the financial statements. We considered the significant laws and regulations to be United Kingdom Generally Accepted Accounting Practice (including FRS102 and the Charities Statement of Recommended Practice) and the UK Companies Act 2006. All audit team members were briefed to ensure they were aware of any relevant regulations in relation to their work, areas of potential non-compliance and fraud risks.

# National Coaching Foundation (The) t/a UK Coaching

## (A company limited by guarantee)

### Independent auditor's report (*continued*)

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of an override of controls), and determined that the principal risks were related to posting inappropriate journal entries, management bias in accounting estimates and improper incoming resources recognition.

Our audit procedures in response to the above included, but were not limited to:

- Agreement of the financial statement disclosures to underlying supporting documentation.
- Challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to the impairment of the carrying value of stock, the dilapidation provision, the bad debt provision, and the useful economic life of relevant assets.
- Procedures to test income including agreement of incoming resources recognised to supporting documentation on a sample basis and testing incoming resources recorded around the year end to check the appropriate year end cut-off.
- Identifying and testing journal entries identified as potentially unusual. This testing included, but was not limited to, any journal entries posted with specific keywords, journals posted by unexpected users, and journals posted to least used accounts.
- Discussions with management, and those charged with governance, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud.
- Discussions with management, and those charged with governance to understand if there have been any Serious Incident Reports made to the Charity Commission either during the period or post year end.
- A review of trustees' meeting minutes both during the period, and post year end, for any known or suspected instances of non-compliance with laws and regulation, Serious Incident Reports made to the Charity Commission or fraud.
- Enquires to confirm with management that there was no legal correspondence during the period, or post year end, requiring review.
- Obtaining an understanding of the control environment in monitoring compliance with laws and regulations.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed noncompliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### Use of our report

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

DocuSigned by:

*Fiona Condron*

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**Fiona Condron** (Senior Statutory Auditor)

For and on behalf of BDO LLP, Statutory Auditor  
London, UK

Date: 12 December 2022

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Consolidated statement of financial activities (including the income and expenditure account) for the year ended 31 March 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Grants receivable	2	6,381	3,136,209	3,142,590	2,406,356
Other trading activities	3	3,247,977	17,774	3,265,751	2,881,454
Investment income	4	7,897	-	7,897	17,109
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total income</b>		<b>3,262,255</b>	<b>3,153,983</b>	<b>6,416,238</b>	<b>5,304,919</b>
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Expenditure on:</b>					
Charitable activities	5	659,177	2,974,395	3,633,572	2,826,946
Raising funds	7	3,198,202	-	3,198,202	3,490,421
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total expenditure</b>		<b>3,857,379</b>	<b>2,974,395</b>	<b>6,831,774</b>	<b>6,317,367</b>
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net (expenditure)/income before investment gains</b>		<b>(595,124)</b>	<b>179,588</b>	<b>(415,536)</b>	<b>(1,012,448)</b>
Net gains on investments	13	84,568	-	84,568	226,670
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net movement in funds</b>		<b>(510,556)</b>	<b>179,588</b>	<b>(330,968)</b>	<b>(785,778)</b>
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Reconciliation of funds:</b>					
Total funds brought forward	22	2,836,099	15,225	2,851,324	3,637,102
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total funds carried forward</b>	22	<b>2,325,543</b>	<b>194,813</b>	<b>2,520,356</b>	<b>2,851,324</b>
		<hr/>	<hr/>	<hr/>	<hr/>

The notes on pages 22 to 48 form part of these financial statements.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Consolidated statement of financial position as at 31 March 2022

**Registered number 02092919**

	Note	2022 £	2022 £	2021 £	2021 £
<b>Fixed assets</b>					
Intangible assets	11		486,274		607,843
Tangible assets	12		413,793		386,436
Investments	13		2,013,618		1,929,050
			<hr/>		<hr/>
			2,913,685		2,923,329
<b>Current assets</b>					
Stocks	14	14,521		32,989	
Debtors	15	478,605		439,446	
Cash at bank and in hand	24	1,128,607		967,907	
		<hr/>		<hr/>	
		1,621,733		1,440,342	
<b>Creditors: amounts falling due within one year</b>	16	(1,754,523)		(1,205,182)	
		<hr/>		<hr/>	
<b>Net current (liabilities)/assets</b>			(132,790)		235,160
			<hr/>		<hr/>
<b>Total assets less current liabilities</b>			2,780,895		3,158,489
Creditors due in more than one year	17		(235,539)		(302,165)
Other provisions	20		(25,000)		(5,000)
			<hr/>		<hr/>
<b>Net assets</b>	22		2,520,356		2,851,324
			<hr/>		<hr/>
<b>Funds</b>					
Restricted funds	22		194,813		15,225
Unrestricted funds	22		2,325,543		2,836,099
			<hr/>		<hr/>
<b>Total funds</b>			2,520,356		2,851,324
			<hr/>		<hr/>

The financial statements were approved by the Trustees and authorised for issue on 8 December 2022

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**Atholl Duncan**  
Chair

The notes on pages 22 to 48 form part of these financial statements.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Charity statement of financial position as at 31 March 2022

**Registered number 02092919**

	Note	2022 £	2022 £	2021 £	2021 £
<b>Fixed assets</b>					
Tangible assets	12		336,448		335,944
Investments	13		2,393,619		2,309,051
			<u>2,730,067</u>		<u>2,644,995</u>
<b>Current assets</b>					
Debtors	15	75,804		14,608	
Cash at bank	24	627,423		358,963	
		<u>703,227</u>		<u>373,571</u>	
<b>Creditors: amounts falling due within one year</b>	16	(1,361,977)		(651,104)	
<b>Net current liabilities</b>			<u>(658,750)</u>		<u>(277,553)</u>
<b>Total assets less current liabilities</b>			<u>2,071,317</u>		<u>2,367,442</u>
Creditors due in more than one year	17		(203,039)		(259,665)
Other provisions	20		(25,000)		-
<b>Net assets</b>	22		<u>1,843,278</u>		<u>2,107,797</u>
<b>Charity funds</b>					
Restricted funds	22		164,399		2,585
Unrestricted funds	22		1,678,879		2,105,212
<b>Total funds</b>			<u>1,843,278</u>		<u>2,107,797</u>

As permitted by S408 Companies Act 2006, the charity has not presented its statement of financial activities and related notes. A summary of the financial performance of the charity can be found in note 28. The charity's deficit for the year was £264,519 (2021 – deficit of £1,212,880).

The financial statements were approved by the Trustees and authorised for issue on 8 December 2022

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Atholl Duncan  
**Chair**

The notes on pages 22 to 48 form part of these financial statements.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Consolidated statement of cash flows for the year ended 31 March 2022

	Note	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Net expenditure for the year (as per Statement of Financial Activities)		<b>(330,968)</b>	(785,778)
Adjustment for:			
Depreciation charges	12	<b>119,809</b>	50,551
Gains on investments	13	<b>(84,568)</b>	(226,670)
Write-off of fixed assets		-	29,734
Investment income	4	<b>(7,897)</b>	(17,109)
Amortisation charges	11	<b>121,569</b>	121,569
Decrease in stocks		<b>18,468</b>	18,181
(Increase)/decrease in debtors		<b>(39,159)</b>	311,114
Increase/(decrease) in creditors		<b>542,078</b>	(497,039)
Increase/(decrease) in provisions	20	<b>20,000</b>	(285,000)
		<hr/>	<hr/>
Net cash generated by/(used in) operating activities		<b>359,332</b>	(1,280,447)
		<hr/>	<hr/>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets	12	<b>(147,166)</b>	(159,907)
Purchase of investments	13	-	(11,891)
Investment income	4	<b>7,897</b>	17,109
		<hr/>	<hr/>
<b>Net cash used in investing activities</b>		<b>(139,269)</b>	(154,689)
		<hr/>	<hr/>
<b>Cash flows from financing activities</b>			
Disposal of investments	13	-	14,519
Reinvestment of dividends received on investments	13	-	-
Repayment of finance leases		<b>(77,274)</b>	-
Repayment of loan		<b>(7,985)</b>	-
Interest payable on finance leases		<b>25,896</b>	-
New finance leases		-	142,639
New loan		-	50,000
		<hr/>	<hr/>
<b>Net cash (used in)/provided by financing activities</b>		<b>(59,363)</b>	207,158
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>		<b>160,700</b>	(1,227,978)
Cash and cash equivalents brought forward		<b>967,907</b>	2,195,885
		<hr/>	<hr/>
<b>Cash and cash equivalents carried forward</b>	24	<b>1,128,607</b>	967,907
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 22 to 48 form part of these financial statements.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022

### 1 Accounting policies

#### **General information**

The National Coaching Foundation is a charitable company limited by guarantee and a registered charity (No. 327354) incorporated and registered in England and Wales under the Companies Act 2006. The registered office is given on the reference and administrative details of the charity page. Every member undertakes to contribute to the assets of The National Coaching Foundation, in the event of winding up whilst a member, or within a year of ceasing to be a member, for payment of the debts and liabilities of the Charity contracted before ceasing to be a member, such amount as may be required but not exceeding £1.

#### **Basis of preparation**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The National Coaching Foundation (T/A UK Coaching) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 1).

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

#### **Basis of consolidation**

The financial statements consolidate the accounts of The National Coaching Foundation (T/A UK Coaching) and all of its subsidiary undertakings ('subsidiaries').

No separate Statement of financial activities has been presented for the charity alone as permitted by section 408 of the Companies Act 2006.

#### **Exemptions for qualifying entities under FRS 102**

The Parent charitable company has taken advantage of the following disclosure exemptions:

- from preparing a statement of cash flows on the basis that it is a qualifying entity and the group cash flow statement included within these financial statements, includes the charitable company's cash flows; and
- from the financial instruments disclosures, required under FRS 102 para 11.40 to 11.48A and para 12.26 to 12.29, as the information is provided in the Group financial disclosures.



# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 1 **Accounting policies** (*continued*)

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

The financial performance of the Charity was affected in the year to 31 March 2022 by the COVID-19 crisis but was better than the original forecast, including a gain on our investments of £84,568 resulting in our investment valuation held with Schroder Cazenove as at 31 March 2022 of £2.0m which can be converted into cash within 4 to 30 days.

We continued to build upon our digital and on-line offer by providing more online products and services and to reach out further to our community using our social media channels to generate new and alternative income. Management continued to mitigate risk by reviewing and reducing costs where appropriate.

Sport England have guaranteed the grant funding of £10m over the next five years through to March 2027 and further support to promote a child centric initiative and we remain confident of working with all of our partners over the coming years.

Management have assessed the available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue and extrapolated this to 2025/26 as part of their long-term plan.

In making its assessment, management have prepared detailed forecasts which have been reviewed and updated regularly and these reflect potential scenarios and management's plans.

Management have considered the future availability of cash resources and the flexibility of its cost base and based on the above factors, management are confident that the group remains a going concern for the foreseeable future, and the financial statements have thus been prepared on this basis.

#### ***Income***

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

Income from public and private sources is accounted for in accordance with the terms of the funding agreement.

Sponsorship relating to specific projects is recognised in the accounts for the period in which the group becomes entitled to the income.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 1 Accounting policies (*continued*)

#### ***Expenditure***

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

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

All expenditure is inclusive of irrecoverable VAT.

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

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

#### ***Intangible fixed assets and amortisation***

Intangible assets are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment. Amortisation is provided for over 10 years.

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

Tangible fixed assets are included at cost. All tangible assets exceeding a cost of £3,000 are capitalised.

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

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

Fixtures, fittings and equipment	-	over 3 to 10 years
Computer equipment	-	over 3 to 5 years

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 1 Accounting policies (*continued*)

#### **Fixed asset investments**

##### (i) Listed securities

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'gains/(losses) on investments' in the Statement of financial activities.

##### (i) Subsidiary undertakings

Investments in subsidiaries are valued at cost less provision for impairment.

#### **Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Raw materials, consumables and goods for resale - purchase cost on a first in, first out basis.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### **Cash at bank and in hand**

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

#### **Liabilities and provisions**

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

#### **Financial instruments**

The Charity enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Financial assets and liabilities, other than investments and bank loans, are initially measured at transaction price (including transaction costs) and subsequently held at cost, less any impairment. Investments are measured at fair value with movements through the Consolidated Statement of Financial Activities. Bank loans are measured at amortised cost using the effective interest method.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 *(continued)*

### 1 **Accounting policies** *(continued)*

#### ***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.

The Charity is registered for VAT, and VAT which is not recoverable as a result of the exempt income of the group is charged against the category of resource expended for which it was incurred.

#### ***Research and development***

Research and development expenditure is written off in the year in which it is incurred.

#### ***Pensions***

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

#### ***Operating leases***

Operating leases are leases that do not transfer all the risks and rewards of ownership. Payments made by the Group under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease, including payments which are not required to be made on a straight line basis. Lease incentives given or received are similarly spread on a straight line basis over the relevant lease term.

#### ***Finance leases***

Where assets are financed by leasing agreements that give rights approximating to ownership (finance leases), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to profit or loss over the shorter of estimated useful economic life and the term of the lease.

Finance lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the Consolidated Statement of Financial Activities over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 1 Accounting policies (*continued*)

#### ***Fund accounting***

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

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

Investment income, gains and losses are allocated to the appropriate fund.

#### ***Critical accounting estimates and areas of judgement***

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

#### Critical accounting estimates and assumptions:

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

- Stock valuation  
The Group estimates the impairment of the carrying value of stock by value of the obsolete and slow-moving stock, using their judgement of future sales values generated by those stock items.
- Dilapidation provision  
The dilapidation provision is based on a FRICS valuation of the cost to restore the leasehold assets to its original state at inception of the lease.
- Bad debt provision  
A bad debt provision is included based on management's experience of customer repayment history and industry norms.
- Depreciation  
Depreciation of tangible fixed assets is included based upon the identified useful economic life of relevant assets.

### 2 Grants receivable

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Sport England	-	2,200,000	2,200,000
CIMSPA – R2R	-	272,684	272,684
UK Sport	5,000	249,611	254,611
Sport England – Children's consortium	-	413,914	413,914
Grants for furloughed employees	1,381	-	1,381
	<hr/>	<hr/>	<hr/>
Total grants	6,381	3,136,209	3,142,590
	<hr/>	<hr/>	<hr/>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

Notes forming part of the financial statements  
for the year ended 31 March 2022 (*continued*)

## 2 Grants receivable (continued)

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Sport England	-	2,025,000	2,025,000
UK Sport	5,000	283,394	288,394
Grants for furloughed employees	92,962	-	92,962
	<hr/>	<hr/>	<hr/>
Total grants	97,962	2,308,394	2,406,356
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## 3 Other trading activities

	Unrestricted Funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Charity trading income:			
Income from UK Coaching Solutions Limited	3,247,977	17,774	3,265,751
	<hr/>	<hr/>	<hr/>
Net income from trading activities	3,247,977	17,774	3,265,751
	<hr/>	<hr/>	<hr/>
	Unrestricted Funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Charity trading income:			
Income from UK Coaching Talent programme	-	5,850	5,850
Income from UK Coaching Solutions Limited	2,741,972	12,640	2,754,612
Income from Professional Active Registers LLP	120,992	-	120,992
	<hr/>	<hr/>	<hr/>
Net income from trading activities	2,862,964	18,490	2,881,454
	<hr/>	<hr/>	<hr/>

## 4 Investment income

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Dividends and interest received on investments	7,811	-	7,811	16,362
Bank and other interest receivable	86	-	86	747
	<hr/>	<hr/>	<hr/>	<hr/>
	7,897	-	7,897	17,109
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Total 2021	17,109	-	17,109	
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	

**National Coaching Foundation (The) t/a UK Coaching**  
(A company limited by guarantee)

Notes forming part of the financial statements  
for the year ended 31 March 2022 (*continued*)

**5 Charitable activities**

**Year ended 31 March 2022**

	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Retrain to Retain £	Co- Branding £	Other £	2022 £
Direct salaries and wages	337,300	46,906	526,808	19,924	177,294	135,643	-	103,991	-	1,347,866
Travel and subsistence	-	-	1,265	-	11,785	-	-	-	-	13,050
Operating costs	823	17,076	27,402	393,991	35,532	28,870	207,684	75,924		787,302
Support costs	396,666	55,162	619,529	-	25,000	159,516	65,000	-	-	1,320,873
Depreciation	-	-	-	-	-	-	-	20,085	22,827	42,912
Amortisation	-	-	-	-	-	-	-	-	121,569	121,569
<b>Total</b>	<b>734,789</b>	<b>119,144</b>	<b>1,175,004</b>	<b>413,915</b>	<b>249,611</b>	<b>324,029</b>	<b>272,684</b>	<b>200,000</b>	<b>144,396</b>	<b>3,633,572</b>

Total expenditure on charitable activities was £3,633,572 (2021 - £2,826,946) of which £659,177 was unrestricted (2021 - £512,702) and £2,974,395 was restricted (2021 - £2,314,244).

Charitable activities have been aligned with our revised Strategic Objectives & Operational Plan for 2021-22, agreed with funding partners and reported quarterly under these activities.

**National Coaching Foundation (The) t/a UK Coaching**  
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Notes forming part of the financial statements  
for the year ended 31 March 2022 *(continued)*

**5 Charitable activities** *(continued)*

**Year ended 31 March 2021**

	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Retrain to Retain £	Co- Branding £	Other £	2021 £
Direct salaries and wages	562,048	80,911	78,568	254,970	216,519	-	-	-	-	1,193,016
Travel and subsistence	-	-	-	-	245	-	-	-	-	245
Operating costs	136,706	75,335	81,155	70,257	36,529	-	-	-	-	399,982
Support costs	608,622	87,616	85,079	276,099	30,000	-	-	-	-	1,087,416
Depreciation	-	-	-	-	-	-	-	-	24,700	24,700
Amortisation	-	-	-	-	-	-	-	-	121,587	121,587
<b>Total</b>	<b>1,307,376</b>	<b>243,862</b>	<b>244,802</b>	<b>601,326</b>	<b>283,293</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146,287</b>	<b>2,826,946</b>

Total expenditure on charitable activities is £2,826,946 of which £512,702 is unrestricted and £2,314,244 was restricted.

Charitable activities have been aligned with our revised Strategic Objectives & Operational Plan for 2021-22, agreed with funding partners and reported quarterly under these activities. The prior year disclosure has there been restated to show comparative information on the same basis as the current year.



**National Coaching Foundation (The) t/a UK Coaching**  
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Notes forming part of the financial statements  
for the year ended 31 March 2022 (*continued*)

**6 Support costs**

	Basis of allocation	Here for the coach £	Talent £	Community & Partners £	Performance to high performance £	Research and insight £	Retrain to Retain £	Total 2022 £
Governance	Headcount/percentage of income	19,228	2,674	30,031	6,250	7,732	16,250	82,165
Finance	Headcount/percentage of income	31,155	4,333	48,660	6,250	12,530	16,250	119,178
Information technology	Headcount/percentage of income	162,479	22,595	253,766	6,250	65,340	16,250	526,680
Human resources	Headcount/percentage of income	57,624	8,013	90,000	6,250	23,173	16,250	201,310
Accommodation	Headcount	61,044	8,489	95,341	-	24,548	-	189,422
Depreciation	Headcount	24,781	3,446	38,704	-	9,965	-	76,896
Other (marketing)	Headcount	40,355	5,612	63,027	-	16,228	-	125,222
		<u>396,666</u>	<u>55,162</u>	<u>619,529</u>	<u>25,000</u>	<u>159,516</u>	<u>65,000</u>	<u>1,320,873</u>

Support costs include services provided by UK Coaching Solutions Limited as these are deemed by nature to be the support costs of the Charity.

Charitable activities have been aligned with our revised Strategic Objectives & Operational Plan for 2021-22, agreed with funding partners and reported quarterly under these activities. The prior year disclosure has there been restated to show comparative information on the same basis as the current year.

**National Coaching Foundation (The) t/a UK Coaching**  
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Notes forming part of the financial statements  
for the year ended 31 March 2022 *(continued)*

**6 Support costs** *(continued)*

	<b>Basis of allocation</b>	<b>Here for the coach</b>	<b>Talent</b>	<b>Community &amp; Partners</b>	<b>Children and young people</b>	<b>Performance to high performance</b>	<b>Total 2021</b>
Governance	Headcount/percentage of income	53,640	7,722	7,498	24,333	7,500	100,693
Finance	Headcount/percentage of income	55,976	8,058	7,825	25,393	7,500	104,752
Information technology	Headcount/percentage of income	250,018	35,992	34,950	113,418	7,500	441,878
Human resources	Headcount/percentage of income	77,185	11,111	10,790	35,015	7,500	141,601
Accommodation	Headcount	79,929	11,506	11,173	36,259	-	138,867
Depreciation	Headcount	14,723	2,120	2,058	6,680	-	25,581
Other (marketing)	Headcount	77,152	11,107	10,785	35,000	-	134,044
		<u>608,623</u>	<u>87,616</u>	<u>85,079</u>	<u>276,098</u>	<u>30,000</u>	<u>1,087,416</u>

Support costs include services provided by UK Coaching Solutions Limited as these are deemed by nature to be the support costs of the Charity.

Charitable activities have been aligned with our revised Strategic Objectives & Operational Plan for 2021-22, agreed with funding partners and reported quarterly under these activities. The prior year disclosure has there been restated to show comparative information on the same basis as the current year.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (continued)

### 7 Raising funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Investment management fees	6,341	-	6,341	9,495
Expenditure incurred by subsidiaries	3,191,861	-	3,191,861	3,480,926
	<u>3,198,202</u>	<u>-</u>	<u>3,198,202</u>	<u>3,490,421</u>
Total 2021	<u>3,490,421</u>	<u>-</u>	<u>3,490,421</u>	

### 8 Governance costs

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Auditor's remuneration	28,188	-	28,188	27,675
Auditor's non audit costs	8,803	-	8,803	8,732
Legal and professional	25,962	-	25,962	49,658
Board and Sub-Committee meeting costs	2,606	-	2,606	391
Board recruitment costs	-	14,000	14,000	14,000
Trustees' expenses reimbursed	2,606	-	2,606	236
	<u>68,165</u>	<u>14,000</u>	<u>82,165</u>	<u>100,693</u>
Total 2021	<u>86,693</u>	<u>14,000</u>	<u>100,693</u>	

All governance costs in the prior year were unrestricted other than board recruitment costs of £14,000.

### 9 Net expenditure

	2022 £	2021 £
This is arrived at after charging:		
Amortisation of intangible fixed assets	121,569	121,569
Depreciation of tangible fixed assets - owned by the charitable group	119,809	50,551
Auditor's remuneration - audit	28,188	27,675
Auditor's remuneration - non-audit	8,803	8,732
Operating lease rental - land and buildings	109,116	97,278
Operating lease rental - other	96,881	11,879

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (continued)

### 10 Employees

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Staff costs consist of:				
Wages and salaries	3,132,086	3,021,950	1,223,110	1,427,752
Social security costs	272,190	277,212	121,473	143,809
Employer pension contributions	188,272	187,715	88,327	95,019
	<u>3,592,548</u>	<u>3,486,877</u>	<u>1,432,910</u>	<u>1,666,580</u>

Included in staff costs above is an amount of £74,050 (2021 - £154,084) in relation to redundancy payments. At the year-end there were no amounts outstanding in relation to the redundancy payments (2021 - £Nil).

The average number of persons employed by the group and charity during the year was as follows:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Employees	<u>81</u>	<u>78</u>	<u>33</u>	<u>31</u>
Average headcount expressed as a full time equivalent:				
Management	20	21	6	7
Technical officers	40	36	20	17
Administration	18	18	6	6
	<u>78</u>	<u>75</u>	<u>32</u>	<u>30</u>

The number of higher paid employees (excluding pension contributions) was:

	Group 2022 Number	Group 2021 Number	Charity 2022 Number	Charity 2021 Number
In the band £60,001 - £70,000	4	3	1	2
In the band £70,001 - £80,000	-	-	-	-
In the band £80,001 - £90,000	1	2	1	2
In the band £110,001 - £120,000	1	-	1	-
In the band £120,001 - £130,000	1	1	1	1
	<u>7</u>	<u>6</u>	<u>4</u>	<u>5</u>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 10 Employees (*continued*)

Key Management personnel of the charity are deemed to be the Trustees, the Chair, and the senior management team.

The total trustee and key management personnel remuneration benefits (including pension contributions and employers NI) were £1,154,017 (2021 - £1,179,192).

During the year the chair Atholl Duncan received remuneration of £15,000 (2021 - £15,000) and pension contributions of £Nil (2021 - £Nil). Approval was received from the Charity Commission to pay the Chair a maximum of £25k.

There were no Trustees' accruing retirement benefits under defined contribution schemes (2021 - None).

During the year no Trustees received any benefits in kind (2021 - None).

5 Trustees received reimbursement of expenses amounting to £2,606 in the current year (2021 – 1 Trustees - £236).

### 11 Intangible assets

<b>Group</b>	<b>Goodwill £</b>
<i>Cost or valuation</i>	
At 1 April 2021 and 31 March 2022	<b>1,215,686</b>
<i>Amortisation</i>	
At 1 April 2021	607,843
Charge for year	121,569
	<hr/>
At 31 March 2022	<b>729,412</b>
	<hr/>
<i>Net book value</i>	
At 31 March 2022	<b>486,274</b>
	<hr/>
At 31 March 2021	607,843
	<hr/>

Goodwill represents the amounts initially recognised upon acquisition of the subsidiaries (see note 29) in preceding periods.

**National Coaching Foundation (The) t/a UK Coaching**  
(A company limited by guarantee)

**Notes forming part of the financial statements  
for the year ended 31 March 2022 (*continued*)**

**12 Tangible fixed assets**

<b>Group</b>	<b>Fixtures, fittings and equipment £</b>	<b>Computer equipment £</b>	<b>Total £</b>
<i>Cost</i>			
At 1 April 2021	225,341	402,429	627,770
Additions	-	147,166	147,166
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<b>225,341</b>	<b>549,595</b>	<b>774,936</b>
	<hr/>	<hr/>	<hr/>
<i>Depreciation</i>			
At 1 April 2021	3,756	237,578	241,334
Charge for year	42,912	76,897	119,809
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<b>46,668</b>	<b>314,475</b>	<b>361,143</b>
	<hr/>	<hr/>	<hr/>
<i>Net book value</i>			
At 31 March 2022	<b>178,673</b>	<b>235,120</b>	<b>413,793</b>
	<hr/>	<hr/>	<hr/>
At 31 March 2021	221,585	164,851	386,436
	<hr/>	<hr/>	<hr/>

The net book value of assets under finance leases at the year end was £306,336 (2021 - £311,528).

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 12 Tangible fixed assets (*continued*)

Charity	Fixtures and fixtures £	Computer equipment £	Total £
<i>Cost</i>			
At 1 April 2021	225,341	261,993	487,334
Additions	-	88,484	88,484
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<b>225,341</b>	<b>350,477</b>	<b>575,818</b>
	<hr/>	<hr/>	<hr/>
<i>Depreciation</i>			
At 1 April 2021	3,756	147,634	151,390
Charge for the year	42,912	45,068	87,980
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<b>46,668</b>	<b>192,702</b>	<b>239,370</b>
	<hr/>	<hr/>	<hr/>
<i>Net book value</i>			
At 31 March 2022	<b>178,673</b>	<b>157,775</b>	<b>336,448</b>
	<hr/>	<hr/>	<hr/>
At 31 March 2021	221,585	114,359	335,944
	<hr/>	<hr/>	<hr/>

The net book value of assets under finance leases at the year end was £306,336 (2021 - £311,528).

### 13 Fixed asset investments

Group	Listed securities 2022 £	Listed Securities 2021 £
<i>Market value</i>		
At 1 April 2021	1,929,050	1,705,008
Additions	-	11,891
Disposals	-	(14,519)
Unrealised gain	84,568	226,670
	<hr/>	<hr/>
At 31 March 2022	<b>2,013,618</b>	<b>1,929,050</b>
	<hr/>	<hr/>
<b>Group material investments</b>		
	<b>2022 £</b>	<b>2021 £</b>
Charity multi-asset fund	<b>729,822</b>	687,099
Absolute return fund	<b>371,939</b>	346,797
Responsible multi-asset fund	<b>211,684</b>	700,000
Cash deposit fund	<b>700,173</b>	195,154
	<hr/>	<hr/>
	<b>2,013,618</b>	1,929,050
	<hr/>	<hr/>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 13 Fixed asset investments (*continued*)

Charity	Listed securities £	Shares in group undertakings £	Total £
<i>Market value</i>			
At 1 April 2021	1,929,050	380,001	2,309,051
Unrealised gain	84,568	-	84,568
	<hr/>	<hr/>	<hr/>
At 31 March 2022	<b>2,013,618</b>	<b>380,001</b>	<b>2,393,619</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

For details of subsidiary undertakings see note 29.

### 14 Stocks

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Finished goods and goods for resale	<b>14,521</b>	32,989	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

The stock value above is stated after an impairment charge of £40,519 (2021 - £45,600).  
The replacement cost of the above stock is not materially different to the amounts stated above.

### 15 Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade debtors	<b>260,613</b>	277,828	<b>2,000</b>	-
Other debtors	<b>14,091</b>	16,560	<b>1,788</b>	1,231
Prepayments and accrued income	<b>203,901</b>	145,058	<b>72,016</b>	13,377
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>478,605</b>	439,446	<b>75,804</b>	14,608
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>



# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 16 Creditors: amounts falling due within one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade creditors	239,260	222,121	152,393	54,745
Amounts owed to group undertakings	-	-	323,232	317,876
Other taxation and social security	128,083	148,551	58,271	89,718
Other creditors	12,969	7,586	-	-
Loan	10,000	7,500	-	-
Finance lease creditor (note 18)	56,626	51,863	56,626	51,863
Accruals and deferred income	1,307,585	767,561	771,455	136,902
	<u>1,754,523</u>	<u>1,205,182</u>	<u>1,361,977</u>	<u>651,104</u>

Amounts owed to group undertakings are interest free and repayable on demand.

The finance lease creditor is secured on the assets to which the lease relates.

Income relating to future periods included in accruals and deferred income above is deferred appropriately as shown below:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
<i>Deferred income</i>				
Deferred income at 1 April 2021	128,544	71,237	41,016	-
Income deferred during the year	321,367	142,006	290,902	41,016
Amounts released from previous years	(104,134)	(84,699)	(16,606)	-
	<u>345,777</u>	<u>128,544</u>	<u>315,312</u>	<u>41,016</u>

Deferred income relates to income for products and services that were not completed as at the year end.

### 17 Creditors: amounts falling due in more than one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Finance lease creditor (note 18)	203,039	259,665	203,039	259,665
Loan (note 19)	32,500	42,500	-	-
	<u>235,539</u>	<u>302,165</u>	<u>203,039</u>	<u>259,665</u>

The finance lease creditor is secured on the assets to which the lease relates.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (continued)

### 18 Commitments under finance leases

At 31 March 2022 the total of the future minimum lease payments under finance leases was:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Amounts payable:				
Within 1 year	92,729	92,729	92,729	92,729
Between 2 and 5 years	278,186	370,915	278,186	370,915
	<u>370,915</u>	<u>463,644</u>	<u>370,915</u>	<u>463,644</u>

The finance leases above relate to the financing of the fit-out of the new head office at City Walk and IT software.

### 19 Loans

	Group 2022 £	Group 2021 £
Amounts falling due with 1 year	10,000	7,500
Amounts falling due 1-2 years	10,000	10,000
Amounts falling due 2-5 years	22,500	30,000
Amounts falling due after more than 5 years	-	2,500
	<u>42,500</u>	<u>50,000</u>

The loan balance relates to an initial loan of £50k, being a Government Bounce Back Loan relating to the COVID-19 pandemic. Interest is fixed at 2.5% per annum.

### 20 Provisions for liabilities

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Dilapidations provision:				
At 1 April 2021	5,000	290,000	-	-
Amounts released to the SOFA	-	(290,000)	-	-
Amounts charged to the SOFA	20,000	5,000	25,000	
	<u>25,000</u>	<u>5,000</u>	<u>25,000</u>	<u>-</u>
At 31 March 2022	25,000	5,000	25,000	-

The dilapidations provision of £25,000 relates to the head office property at City Walk. Provisions released in the prior year relate to the old leased head office property at Chelsea Close.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 21 Financial instruments

	Group 2022 £	Group 2021 £
Financial assets measured at fair value through income and expenditure	2,013,618	1,929,050
Financial assets measured at amortised cost	1,406,253	1,265,237
	<hr/>	<hr/>
Total assets	3,419,871	3,194,287
	<hr/>	<hr/>
Financial liabilities measured at amortised cost	1,569,814	1,047,268
	<hr/>	<hr/>

Financial assets measured through fair value through profit or loss comprise of the listed investments.

Financial assets measured at amortised cost comprise of cash balances, trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade and other creditors and accruals.

### 22 Statement of funds

Group – current year	Balance at 1 April 2021 £	Income £	Expenditure £	Gains £	Balance at 31 March 2022 £
<i>Unrestricted funds</i>					
Unrestricted general funds	2,836,099	3,262,255	(3,857,379)	84,568	2,325,543
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<i>Restricted funds</i>					
Sport England:					
– Core grant	-	2,200,000	(2,038,186)	-	161,814
– R2R CIMSPA	-	272,684	(272,684)	-	-
– Children's consortium	-	413,914	(413,914)	-	-
UK Sport:					
– Core grant	-	249,611	(249,611)	-	-
– NED contribution	2,585	-	-	-	2,585
Mind	12,640	17,774	-	-	30,414
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	15,225	3,153,983	(2,974,395)	-	194,813
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total of funds</b>	2,851,324	6,416,238	(6,831,774)	84,568	2,520,356
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 22 Statement of funds (*continued*)

Group - prior year	Balance at 1 April 2020 £	Income £	Expenditure £	Gains £	Balance at 31 March 2021 £
<i>Unrestricted funds</i>					
Unrestricted general funds	3,634,517	2,978,035	(4,003,123)	226,670	2,836,099
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<i>Restricted funds</i>					
Sport England:					
– Core grant	-	2,025,000	(2,025,000)	-	-
UK Sport:					
– Core grant	996	289,244	(289,244)	1,589	2,585
Mind	-	12,640	-	-	12,640
Talent programme	1,589	-	-	(1,589)	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
	2,585	2,326,884	(2,314,244)	-	15,225
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total of funds</b>	<b>3,637,102</b>	<b>5,304,919</b>	<b>(6,317,367)</b>	<b>226,670</b>	<b>2,851,324</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

### Statement of funds – Charity

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains £	Balance at 31 March 2022 £
<i>Unrestricted funds</i>					
Unrestricted funds	2,105,212	299,391	(810,292)	84,568	1,678,879
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<i>Restricted funds</i>					
Sport England:					
– Core grant	-	2,200,000	(2,038,186)	-	161,814
– Children's consortium	-	413,914	(413,914)	-	-
UK Sport:					
– Core grant	2,585	249,611	(249,611)	-	2,585
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
	2,585	2,863,525	(2,701,711)	-	164,399
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total funds</b>	<b>2,107,797</b>	<b>3,162,916</b>	<b>(3,512,003)</b>	<b>84,568</b>	<b>1,843,278</b>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 22 Statement of funds (*continued*)

#### Statement of funds – Charity – prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains £	Balance at 31 March 2021 £
<i>Unrestricted funds</i>					
Unrestricted funds	3,318,092	101,776	(1,541,326)	226,670	2,105,212
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<i>Restricted funds</i>					
Sport England:					
– Core grant	-	2,025,000	(2,025,000)	-	-
UK Sport:					
– Core grant	996	289,244	(289,244)	1,589	2,585
Talent programme	1,589	-	-	(1,589)	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,585	2,314,244	(2,314,244)	-	2,585
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total funds	3,320,677	2,416,020	(3,855,570)	226,670	2,107,797
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Restricted funds from Sport England and from UK Sport represent grand aid – both of which are allocated against the charitable activity of the National Coaching Foundation (UK Coaching) in relation to work driving the development of coaching in the UK, championing and driving policy and investment in coaching, supporting and challenging partners to improve their coaching systems, developing coach education, and providing research and best practice to benefit coaching.

We launched a bespoke co-branded dashboard on our website for our partners that supports the ongoing learning and development of coaches affiliated with National Governing Bodies.

We continued to work in partnership with Sport England and CIMSPA and provided support in the form of free learning to 21,000 under-represented volunteer coaches as part of our combined 'ReTrain to ReTain' programme to help coaches post covid return to coaching.

With Sport England support we established the Children's Coaching Collaborative (CCC) which is a collective of like-minded organisations with a common purpose and desire to effect change for the better together. Recognising the role coaches play in enabling children's enjoyment of physical activity, the CCC wants to create a nation of "child-first" coaches.

In May 2021, with assistance from our partners, we launched our award-winning life-saving sudden cardiac arrest digital toolkit and e-learning course.

Our duty to care toolkit and digital badge equips coaches with the knowledge and skills to provide an excellent coaching experience and supports coaches to better look after themselves across the five pillars of Safeguarding, Inclusion, Diversity, Wellbeing and Mental Health.

We delivered a range of development programmes supporting coaches across the talent and performance pathway.

Our strategic partnership with MIND continues to deliver excellent learning for coaches.

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

Notes forming part of the financial statements  
for the year ended 31 March 2022 (*continued*)

## 23 Analysis of net assets between funds

### Group

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Intangible fixed assets	486,274	-	486,274
Tangible fixed assets	413,793	-	413,793
Fixed asset investments	2,013,618	-	2,013,618
Current assets	1,426,920	194,813	1,621,733
Creditors due within one year	(1,754,523)	-	(1,754,523)
Creditors due in more than one year	(235,539)	-	(235,539)
Provisions for liabilities	(25,000)	-	(25,000)
	<u>2,325,543</u>	<u>194,813</u>	<u>2,520,356</u>
	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Intangible fixed assets	607,843	-	607,843
Tangible fixed assets	386,436	-	386,436
Fixed asset investments	1,929,050	-	1,929,050
Current assets	1,425,117	15,225	1,440,342
Creditors due within one year	(1,205,182)	-	(1,205,182)
Creditors due in more than one year	(302,165)	-	(302,165)
Provisions for liabilities	(5,000)	-	(5,000)
	<u>2,836,099</u>	<u>15,225</u>	<u>2,851,324</u>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 *(continued)*

### 23 Analysis of net assets between funds *(continued)*

#### Charity

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	336,448	-	336,448
Fixed asset investments	2,393,619	-	2,393,619
Current assets	538,828	164,399	703,227
Creditors due within one year	(1,361,977)	-	(1,361,977)
Creditors due in more than one year	(203,039)	-	(203,039)
Provisions	(25,000)	-	(25,000)
	<u>1,678,879</u>	<u>164,399</u>	<u>1,843,278</u>
	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	335,944	-	335,944
Fixed asset investments	2,309,051	-	2,309,051
Current assets	370,986	2,585	373,571
Creditors due within one year	(651,104)	-	(651,104)
Creditors due in more than one year	(259,665)	-	(259,665)
	<u>2,105,212</u>	<u>2,585</u>	<u>2,107,797</u>

### 24 Analysis of cash and cash equivalents

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Cash in hand	<u>1,128,607</u>	<u>967,907</u>	<u>627,423</u>	<u>358,963</u>

# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)

### 25 Analysis of net debt

	At 1 April 2021 £	Cash flows £	Other Non-cash movements £	At 31 March 2022 £
Cash at bank and in hand	967,907	160,700	-	1,128,607
Finance leases	(311,528)	88,080	(36,217)	(259,665)
Bank loans	(50,000)	7,986	(486)	(42,500)
	<u>606,379</u>	<u>256,766</u>	<u>(36,703)</u>	<u>826,442</u>

### 26 Pension commitments

The Group provides a defined contribution pension scheme for its employees. The assets of the scheme are held separately from those of the group in an independently administered fund. The costs of contributions to pension funds for Group employees amounted to £188,272 (2021 - £321,304). Contributions totalling £27,901 (2021 - £12,651) were payable to the fund at the reporting date.

### 27 Commitments under operating leases

At 31 March 2022 the total of the future minimum lease payments under non-cancellable operating leases was:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Amounts payable:				
Within 1 year	112,658	113,262	109,110	109,110
Between 2 and 5 years	304,149	416,807	300,054	409,164
	<u>416,807</u>	<u>530,069</u>	<u>409,164</u>	<u>518,274</u>

The operating lease commitments in the current year relates to the newly leased City Walk property and office equipment.



# National Coaching Foundation (The) t/a UK Coaching

(A company limited by guarantee)

## Notes forming part of the financial statements for the year ended 31 March 2022 *(continued)*

### 28 Financial performance of the Charity

The consolidated statement of financial activities includes the results of the Charity's wholly owned subsidiaries which raise funds for the Charity.

The summary financial performance of the Charity alone is:

	2022 £	2021 £
Income	3,162,916	2,416,020
Expenditure on charitable activities	(3,512,003)	(2,826,338)
Net gains on investments	84,568	226,670
Impairment loss on investment in subsidiary	-	(1,029,232)
	<hr/>	<hr/>
Net expenditure	(264,519)	(1,212,880)
	<hr/>	<hr/>
Total funds brought forward	2,107,797	3,320,677
	<hr/>	<hr/>
Total funds carried forward	1,843,278	2,107,797
	<hr/>	<hr/>
Represented by:		
Restricted income funds	164,399	2,585
Unrestricted income funds	1,678,879	2,105,212
	<hr/>	<hr/>
<b>Total</b>	<b>1,843,278</b>	<b>2,107,797</b>
	<hr/>	<hr/>

### 29 Principal subsidiaries

#### UK Coaching Solutions Limited (Company number: 02340767)

<b>Subsidiary name</b>	<b>UK Coaching Solutions Limited</b>
Basis of control	Direct
Equity shareholding %	100%
Net assets	£563,897

UK Coaching Solutions had a profit of £55,120 (2021 – loss of £489,088).

#### Physical Activity Limited (Company number: 09923134, dormant)

<b>Subsidiary name</b>	<b>Physical Activity Limited</b>
Basis of control	Direct
Equity shareholding %	100%
Net assets	£1

#### Professional Active Registers LLP (company number: OC403583, dormant)

<b>Subsidiary name</b>	<b>Professional Active Registers LLP</b>
Basis of control	Indirect
Holding %	100%
Net assets	£Nil

# **National Coaching Foundation (The) t/a UK Coaching**

**(A company limited by guarantee)**

## **Notes forming part of the financial statements for the year ended 31 March 2022 (*continued*)**

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### **29 Principal subsidiaries (*continued*)**

All of the above subsidiaries are incorporated in England and Wales and all have the registered office of 2 City Walk, Leeds, England, LS11 9AR. The Financial statements for each of the subsidiary companies can be obtained from Companies House.

### **30 Related party transactions**

During the year the charity recharged services worth £3,316,815 (2021 - £613,444) and was recharged expenses of £3,315,714 (2021 - £573,783) from UK Coaching Solutions Limited, a wholly owned subsidiary of the charity. At the year end the charity owed 323,232 (2021 - £317,876), which was included in creditors under one year.

Remuneration of key management personnel is included in note 10.

There were no other related party transactions.

### **31 Controlling party**

The Charity is a company limited by guarantee and is therefore ultimately controlled by the Trustees.