

Charity number: 327354

**NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

ArmstrongWatson[®]
Accountants, Business & Financial Advisers

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

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NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023**

Trustees	<p>A S Duncan, Chair W A Allison E J Broadbent (resigned 31 December 2022) C E Rattigan R K Ranganathan J Thomson Stent (resigned 31 December 2022) D L Vickers M A Bramley N S Kosky C L Lister (resigned 31 December 2022) A M MacGregor K R Bunbury (appointed 1 February 2023) E J Hepworth (appointed 1 January 2023)</p>
Charity registered number	327354
Principal office	<p>2 City Walk Leeds West Yorkshire LS11 9AR</p>
Company registered number	02092919
Independent auditors	<p>Armstrong Watson Audit Limited Chartered Accountants Statutory Auditors Third Floor 10 South Parade Leeds West Yorkshire LS1 5QS</p>
Bankers	<p>National Westminster Bank Plc PO Box 154 8 Park Row Leeds LS1 5HD</p>
Solicitors	<p>Blacks Solicitors LLP City Point 29 King Street Leeds LS1 2HL</p>
Patron	HRH The Princess Royal
Chief Executive Officer	M D Gannon
Investment managers	<p>Schroder and Co. Limited 1 London Wall Place London England EC2Y 5AU</p>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**INTRODUCTION FROM THE CHAIR AND THE CHIEF EXECUTIVE OFFICER FOR THE YEAR ENDED 31
MARCH 2023
FOR THE YEAR ENDED 31 MARCH 2023**

The chairman presents his statement for the year.

The UK Coaching community – coaches, athletes, our stakeholders, and our own team – has faced significant challenges in recent times.

The COVID pandemic brought about profound changes in coaching, sport, and physical activity. Unfortunately, lockdowns and ongoing restrictions disproportionately affected the most vulnerable in our society, limiting access to facilities and opportunities. Many venues had to close their doors, and some have yet to fully reopen.

The ongoing drop in activity was met with increased obesity levels, and a crisis facing our NHS. All this points to a need to focus on improving the nation's health by promoting increased activity and exercise.

Furthermore, the rising cost of living has widened the gap between those who have access to sport and physical activity and those who do not. Amid these challenges, the Whyte Review shed light on unacceptable behaviour among some coaches in gymnastics, casting a shadow on the profession.

Nevertheless, within these adversities, the UK Coaching team has remained resilient, committed to transforming our organisation. Our aim is to be truly game changing as champions of the coach. At the heart of that journey is a move to digital learning and a passion to ensure we are relevant and valuable to the coaching community at all levels.

Our "#Born2Coach" and "Play Their Way" campaigns are shining examples of how we can make a positive impact on coaches and society. At this moment in time, it is essential that we partner closely and effectively with our governing bodies in sport and organisations such as Sport England, UK Sport, and CIMSPA.

The UK Coaching Club is at the centre of our offering. Although much progress has been made to create an exceptional digital learning portal, much more is still to be done in expanding our membership.

This report captures the key activities and achievements of UK Coaching over the past year. None of these achievements would have been possible without the passionate efforts and commitment of the UK Coaching staff. I would like to thank them for how they continue to drive change and progress in the coaching sector. Their expertise and hard work are formidable.

I would also like to thank the Board of Trustees who generously dedicate their time and offer valuable guidance to steer us forward. All done with huge professionalism and good humour.

At UK Coaching, we acknowledge that we have experienced more change in the past three years than in the entire previous decade. We recognise that the pace and magnitude of this transformation must continue to accelerate in the months and years ahead if we are truly to fulfil our purpose of being "Here for the Coach".

Atholl Duncan
Chair



Date:

OCT 26 / 2023

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**INTRODUCTION FROM THE CHAIR AND THE CHIEF EXECUTIVE OFFICER FOR THE YEAR ENDED 31
MARCH 2023 (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023**

The Chief Executive Officer presents his statement for the year.

Just as great coaches are there to support and guide their participants to achieve their desired outcomes, so we are here for the coach to support them to be the best they can be.

As the only organisation representative of coaches at all levels and across all activities in all environments we are proud to represent and support the 3 million coaches across the UK who deliver physical activity and sport to the millions of children and adults who participate.

We know that great coaches change lives and communities, and this year's annual review brings to life just a few of these stories:

Talking to coaches in the wake of COVID's economic impact and alarming reports of sports abuse, including gymnast mistreatment revealed in the Whyte Review, we know that coaches are feeling the pressure. This year we have been focused more than ever before on supporting the coach, not only in their coaching practice, but in their everyday lives too.

Our membership offer, the UK Coaching Club, was enhanced to ensure coaches who needed help would be able to get it. Access to training and self-care provided critical support to coaches during this period when they may have otherwise not been able to continue coaching.

UK Coaching Club is now recognised as the association for coaches in the UK providing leadership, support, advocacy, and representation for all coaches. It provides members with access to our extensive online learning materials, confidential counselling service, tax and legal clinics, and bespoke support for coaches dealing with allegations, complaints, and disputes.

In addition, coaches were asking how best they can support their participants in these testing times. We responded swiftly and proactively, with support from Sport England, to launch our Duty to Care Hub and Digital Badge. The Hub provides coaches with the knowledge and understanding to create a safe and inclusive environment for everyone who participates in physical activity and sport, protecting both the coach and the participants.

We supported over 20,000 coaches from low socio economic backgrounds to access our comprehensive UK Coaching Club membership package free of charge.

Nearly half a million coaches came to our website this year to get support and learning.

We work closely with over 500 organisations to support their coaching workforce. We provide support to all those who employ, deploy or develop coaches, whether that's a coach developer, a head of coach education or a training provider. Our role is to ensure 'coaching organisations' have the best possible guidance and advice to support the coaches they engage with.

One of the biggest challenges we still face is that of greater diversity in the coaching workforce and greater access to coaching for all communities. We continue to champion diversity and inclusion both within our own organisation and that of the partners we work with.

Mark Gannon
CEO



Date:

26. Oct. 23

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2023

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 2023. 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.

We support the coaching workforce to deliver #GreatCoaching to the lives of millions.

How do we do this?

- **We Represent:** the voice of coaching in the UK, celebrating & 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 on and offline learning and courses, events and workshops for every stage of their coaching journey
- **We Connect:** our community of peers, experts and coaches to share best practice, elevate each other and collaborate with sporting bodies and organisations
- **We Assist:** Providing toolkits, resources, insurance and specially selected partner offers via our UK Coaching Club

Between April 2022 and March 2023, we have delivered on our vision, mission and purpose as here for the coach by:

- Highlighting the tremendous rewards associated with coaching and unleashing the potential people have, and the platform to inspire more people to start their coaching journey through our #Born2Coach campaign.
- Building foundations of the 'Play Their Way' campaign – an innovative behavioural change campaign that will ignite a grassroots coaching movement across England, changing how children and young people experience being active.
- Collaborating with our partner organisations, experts, providers, professional support services and more to inform our 'here for the coach' campaigns.
- Providing a variety of coach development programmes that assisted over 150 coaches involved in both athlete talent and performance stages of the developmental pathway.
- Enhancing our UK Coaching Club membership offer with the introduction of Coach Perks – giving our valued members access to numerous benefits including discounts on essentials, such as coaching kit and weekly shopping to more fun things like money off attractions and days out.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2023

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 2022-2023 Annual Review.

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 Annual Review.

The overall performance of the organisation during the 2022-2023 period was good despite the challenging financial environment. The escalating costs of living had an impact on disposable income, and the increasing prices of technology affected many organisations that employ, deploy, and support coaches.

However, we made the deliberate choice, for yet another year, not to raise our prices. This decision aimed to ensure that our support and learning resources remained affordable and accessible to as many coaches and organisations as possible.

In addition to supporting their coaching activity we provided more than 20,000 memberships to coaches who live in areas of economic deprivation.

Following the release of the Whyte Review in June, we observed a growing number of coaches seeking guidance and advice for their coaching practice. There was also an increased demand for the independent professional services available through our UK Coaching Club Membership, especially in the legal domain.

As the only truly independent UK organisation for coaches across all activities and sports and at all levels, we are proud to support coaches when they need it most. Our comprehensive membership package not only provides access to a comprehensive library of learning materials to support their coaching practice but also a confidential counselling service, tax and legal advice that can be used both in and out of their coaching practice, supporting the person behind the coach.

We all know that the health and wellbeing of our nation is critical given recent events. We have been working with the Childrens Coaching Collaborative, a group of 17 like-minded organisations looking at how coaches of children better engage the next generation to become and remain active. This innovative behavioural change for the way we coach children is underpinned by the rights of the child to play, be heard and develop.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2023

This year, nearly half a million coaches visited our website to access support and learning resources. We have partnered with over 500 organisations to support their coaching workforce.

Whether it's a coach developer, a head of coach education, or a training provider, we offer guidance and advice to all those involved in employing, deploying, or nurturing coaches. Our role is to ensure that "coaching organisations" receive the best possible support and guidance for the coaches they engage with.

One of the significant challenges we still confront is the need for greater diversity within the coaching workforce and improved access to coaching for all communities. We remain committed to championing diversity and inclusion, both within our organisation and among our partner organisations.

Plans for future periods

Looking ahead towards 2023-2024, we're keen to continue in our commitment to being 'Here for the Coach'. The year to come features a number of key milestones including the official launch of 'Play Their Way', which over the course of the next 12 months and beyond will change how children and young people experience being active. We're also set to pilot the revolutionary Coach Learning Programme with our partners, a programme that is set to boost coaching quality and deployability. We'll also be launching our EEDI strategy and Strategic Intent which will help guide our future direction. Plus, we'll prioritise developing our coach development workforce to ensure everyone is ready for the journey ahead.

Our key objectives for 2023-2024 and for the future remain:

- 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
- 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

These objectives align with the guiding principles set out in our Strategic Intent:

- Inclusion: Tackling inequalities
- Diversity: Building a representative workforce
- Recognition: Establishing a culture of recognising and celebrating coaches' contributions
- Excellence: To consistently deliver the best learning and development, products and services for the coaching workforce.

The after effects of the COVID-19 pandemic has significantly impacted the coaches and those working in sport and physical activity. Through the work we deliver, we 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 and reap the extensive benefits 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 and looking ahead to the future. At UK Coaching, we believe that coaches will be central to achieving this aim and rebuilding communities that were affected by the pandemic.

Financial review

a. Financial review

The consolidated accounts show net expenditure in the year of £181,800 (2021/22 – net expenditure £330,968)

The company UK Coaching showed net expenditure of £974,843, this is excluding qualifying donations from subsidiary companies (2021/22 – net deficit £275,848)

**TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED
FOR THE YEAR ENDED 31 MARCH 2023**

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 2022/23 was £2,500,000 from Sport England and £250,000 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

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 pre-tax profit of £793,043 for 2022/23 and therefore a gift aid payment to UK Coaching will be made by 31 December 2023, following completion of the necessary tax computation.

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 £905k, is still valid.

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 31 March 2023 were £2,143,743. Free reserves (defined as unrestricted reserves less intangible and tangible assets) at 31 March 2023 were £1,480,883.

The restricted reserves at the 31 March 23 were £194,813 (£194,813 in 2021/22) in relation to unspent grant.

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

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.

Going concern

The financial performance of the Charity remained affected in the year to March 2023 by the COVID-19 crisis but the outturn came back in line with the forecast by 31 March 2023, including a loss of £30k on our investment valuation held with Schroder Cazenove, as at 31 March 2023 the valuation was £1.84m and this can convert to cash within 4 to 30 days.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2023

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

Sport England have guaranteed the core grant funding of £10m through to March 2027, plus additional program funding of the Children's Collaborative of £2.7m to August 2023, with further applications for funding another year from September 23 to August 24 of £800k approved.

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 (resigned 31 December 2022)
C E Rattigan
R K Ranganathan
J Thomas Stent (resigned 31 December 2022)
D L Vickers
M A Bramley
N S Kosky
C L Lister (resigned 31 December 2022)
A M MacGregor
K R Bunbury (appointed 1 February 2023)
E J Hepworth (appointed 1 February 2023)

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.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2023

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 2022/23 this was £15,000 for services provided in that capacity (2021/22 - £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.

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 33 to the accounts.

Trustees were directly reimbursed expenses in the sum of £2,789 (2021/22 - £2,606) 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.

Environmental, Social and Governance Mission and Values

Our mission is to make the nation happier and healthier through great coaching, greater environmental awareness, and greater sustainability efforts.

As the leading organisation for physical activity and sports coaches, 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.

**TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED
FOR THE YEAR ENDED 31 MARCH 2023**

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

1. Mitigating our environmental footprint and working with our partners to achieve carbon equivalent neutrality.
2. Provide appropriate training and resources that support social and environmental practices.
3. Provide leadership and maintain a work environment that values these practices and principles and ensures that employees feel empowered to uphold them and contribute and participate in all aspects of the organisation.
4. Empower our employees to contribute, participate and make suggestions.
5. Becoming sector leaders in terms of Equality, Equity, Diversity and Inclusion (EEDI) policies, Duty to Care, governance and continue to be 'Here for the Coach'. Our Commitment to Sustainability

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 26/10/2023 and signed on their behalf by:



Ed Hepworth
Chair of Finance, Audit and Risk Committee

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2023

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

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Memorandum of Association. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

Opinion

We have audited the financial statements of National Coaching Foundation (The) t/a UK Coaching (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 March 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charity'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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING (CONTINUED)

Other information

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the industry;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the entity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL COACHING FOUNDATION
(THE) T/A UK COACHING (CONTINUED)**

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



Armstrong Watson Audit Limited

Chartered Accountants
Statutory Auditors

Leeds

Date: 31/10/2023

Armstrong Watson Audit Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Grants receivable		24,410	4,382,102	4,406,512	3,142,590
Other trading activities		3,447,396	25,954	3,473,350	3,265,751
Investments	6	11,127	-	11,127	7,897
Total income		3,482,933	4,408,056	7,890,989	6,416,238
Expenditure on:					
Raising funds	9	2,628,045	-	2,628,045	3,198,202
Charitable activities	7	1,006,112	4,408,056	5,414,168	3,633,572
Total expenditure		3,634,157	4,408,056	8,042,213	6,831,774
Net expenditure before net (losses)/gains on investments		(151,224)	-	(151,224)	(415,536)
Net (losses)/gains on investments		(30,576)	-	(30,576)	84,568
Net movement in funds		(181,800)	-	(181,800)	(330,968)
Reconciliation of funds:					
Total funds brought forward		2,325,543	194,813	2,520,356	2,851,324
Net movement in funds		(181,800)	-	(181,800)	(330,968)
Total funds carried forward		2,143,743	194,813	2,338,556	2,520,356

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

The notes on pages 20 to 47 form part of these financial statements.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
Fixed assets			
Intangible assets	13	364,705	486,274
Tangible assets	14	298,155	413,793
Investments	15	1,983,043	2,013,618
		<u>2,645,903</u>	<u>2,913,685</u>
Current assets			
Stocks	16	22,120	14,521
Debtors	17	812,518	478,605
Cash at bank and in hand		2,109,184	1,128,607
		<u>2,943,822</u>	<u>1,621,733</u>
Creditors: amounts falling due within one year	18	(3,104,283)	(1,754,523)
Net current liabilities		<u>(160,461)</u>	<u>(132,790)</u>
Total assets less current liabilities		<u>2,485,442</u>	<u>2,780,895</u>
Creditors: amounts falling due after more than one year	19	(146,886)	(235,539)
Provisions for liabilities		-	(25,000)
Net assets excluding pension asset		<u>2,338,556</u>	<u>2,520,356</u>
Total net assets		<u>2,338,556</u>	<u>2,520,356</u>
Charity funds			
Restricted funds		194,813	194,813
Unrestricted funds		2,143,743	2,325,543
Total funds		<u>2,338,556</u>	<u>2,520,356</u>

The financial statements were approved and authorised for issue by the Trustees on 26 Oct 23 and signed on their behalf by:

A S Duncan
(Chair of Trustees)

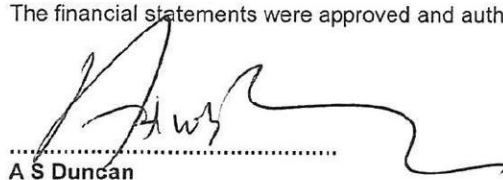
The notes on pages 20 to 47 form part of these financial statements.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

CHARITY BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	14	229,299	336,448
Investments	15	2,363,044	2,393,619
		<u>2,592,343</u>	<u>2,730,067</u>
Current assets			
Debtors	17	115,799	75,804
Cash at bank and in hand		723,125	627,423
		<u>838,924</u>	<u>703,227</u>
Creditors: amounts falling due within one year	18	(2,316,877)	(1,361,977)
Net current liabilities		<u>(1,477,953)</u>	<u>(658,750)</u>
Total assets less current liabilities		<u>1,114,390</u>	<u>2,071,317</u>
Creditors: amounts falling due after more than one year	19	(124,386)	(203,039)
Provisions for liabilities		-	(25,000)
Net assets excluding pension asset		<u>990,004</u>	<u>1,843,278</u>
Total net assets		<u><u>990,004</u></u>	<u><u>1,843,278</u></u>
Charity funds			
Restricted funds		164,399	164,399
Unrestricted funds		825,605	1,678,879
Total funds		<u><u>990,004</u></u>	<u><u>1,843,278</u></u>

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



.....
A S Duncan

(Chair of Trustees)

Date: 26 Oct '23

The notes on pages 20 to 47 form part of these financial statements.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	1,107,597	359,332
Cash flows from investing activities		
Purchase of tangible fixed assets	(55,060)	(147,166)
Investment income	11,127	7,897
Net cash used in investing activities	(43,933)	(139,269)
Cash flows from financing activities		
Repayments of borrowing	(10,000)	(7,985)
Repayments of finance leases	(73,087)	(77,274)
Interest payable on finance leases	-	25,896
Net cash used in financing activities	(83,087)	(59,363)
Change in cash and cash equivalents in the year	980,577	160,700
Cash and cash equivalents at the beginning of the year	1,128,607	967,907
Cash and cash equivalents at the end of the year	2,109,184	1,128,607

The notes on pages 20 to 47 form part of these financial statements

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. 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.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), 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 3).

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.2 Going concern

The financial performance of the Charity continued to be affected in the year to 31 March 2023 by the COVID-19 crisis but was better than the original forecast.

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.

2.3 Income

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

Income 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.

2.4 Expenditure

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

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. Accounting policies (continued)

2.4 Expenditure (continued)

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.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 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.

2.7 Intangible assets and amortisation

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

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

2.9 Investments

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 the 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 presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

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

2.10 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.

2.11 Debtors

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

2.12 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.

2.13 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 in the Consolidated statement of financial activities as a finance cost.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2. Accounting policies (continued)

2.14 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.

2.15 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.16 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight-line basis over the lease term.

2.17 Pensions

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

2.18 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 Group 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 Group 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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. 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.

4. Grants receivable

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
	£	£	£
Sport England	-	2,500,000	2,500,000
CIMSPA - R2R	-	154,816	154,816
UK Sport	24,410	258,470	282,880
Sport England - Children's consortium	-	1,468,816	1,468,816
	<u>24,410</u>	<u>4,382,102</u>	<u>4,406,512</u>

	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
	<u>6,381</u>	<u>3,136,209</u>	<u>3,142,590</u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Other trading activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Charity trading income:			
Income from UK Coaching Solutions Limited	3,447,396	25,954	3,473,351
	<u>3,447,396</u>	<u>25,954</u>	<u>3,473,351</u>
Net income from trading activities			
	<u>3,447,396</u>	<u>25,954</u>	<u>3,473,351</u>

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Charity trading income:	-	-	-
Income from UK Coaching Solutions Limited	3,247,977	17,774	3,265,750
	<u>3,247,977</u>	<u>17,774</u>	<u>3,265,750</u>
Net income from trading activities			
	<u>3,247,977</u>	<u>17,774</u>	<u>3,265,750</u>

6. Investment income

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Dividends and interest received on investments	11,127	-	11,127	7,811
Bank and other interest receivable	-	-	-	86
	<u>11,127</u>	<u>-</u>	<u>11,127</u>	<u>7,897</u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

7. Charitable activities

Year ended 31
March 2023

	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Retrain to retain £	Co- Branding £	Other £	2023 £
Direct salaries and wages	506,769	70,822	791,629	111,190	180,675	76,942	-	-	-	1,738,027
Travel and subsistence	15,828	2,212	24,726	1,876	22,271	3,131	-	-	-	70,044
Operating costs	52	13,715	103,967	1,221,929	30,523	80,172	89,816	-	-	1,540,173
Support costs	580,870	81,178	907,384	133,821	25,000	87,835	65,000	-	-	1,881,088
Depreciation	-	-	-	-	-	-	-	11,929	51,339	63,268
Amortisation	-	-	-	-	-	-	-	-	121,569	121,569
Total	1,103,519	167,926	1,827,706	1,468,816	258,470	248,080	154,816	11,929	172,908	5,414,168

Total expenditure on charitable activities was £5,414,168 (2022 - £3,633,572) of which £1,006,112 was unrestricted (2022 - £659,177) and £4,408,056 was restricted (2022 - £2,974,395).

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Charitable activities (continued)

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	-	-	-	-	-	-	-	-	121,659	121,569
Total	734,789	119,144	1,175,004	4,3915	249,611	324,029	272,684	200,000	144,396	3,633,572

Total expenditure on charitable activities was £3,633,572 (2021 - £2,826,946) of which £359,177 was unrestricted (2021 - £512,702) and £2,974,395 was restricted (2021 - £2,314,244).

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Support costs

	Basis of allocation	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Retrain to retain £	Total 2023 £
Governance	Headcount/percentage of income	9,338	1,305	14,587	33,455	6,250	1,412	16,250	82,597
	Headcount/percentage of income	65,044	9,090	101,606	33,455	6,250	9,836	16,250	241,532
Finance	Headcount/percentage of income	260,986	36,473	407,689	33,455	6,250	39,464	16,250	800,568
	Headcount/percentage of income	69,088	9,655	107,923	33,455	6,250	10,447	16,250	253,069
Human resources	Headcount	77,611	10,846	121,236	-	-	11,736	-	221,429
	Headcount	42,376	5,922	66,196	-	-	6,408	-	120,902
Accommodation	Headcount	56,427	7,886	88,146	-	-	8,533	-	160,992
	Headcount	580,870	81,178	907,384	33,821	25,000	87,835	65,000	1,881,088

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Support costs (continued)

	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	51,044	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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

9. Raising funds

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023	Total funds 2022
	£	£	£	£
Investment management fees	4,070	-	4,070	6,341
Expenditure incurred by subsidiaries	<u>2,623,975</u>	<u>-</u>	<u>2,623,975</u>	<u>3,191,861</u>
	<u>2,628,045</u>	<u>-</u>	<u>2,628,045</u>	<u>3,198,202</u>
Total 2022	<u>3,198,202</u>	<u>-</u>	<u>3,198,202</u>	

10. Governance costs

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023	Total funds 2022
	£	£	£	£
Auditor's remuneration	28,875	-	28,875	28,188
Auditor's non audit costs	9,983	-	9,983	8,803
Legal and professional	18,409	-	18,409	25,962
Board and Sub-Committee meeting costs	6,542	-	6,542	2,606
Board recruitment costs	-	16,000	16,000	14,000
Trustees' expenses reimbursed	<u>2,789</u>	<u>-</u>	<u>2,789</u>	<u>2,606</u>
	<u>66,597</u>	<u>16,000</u>	<u>82,597</u>	<u>82,165</u>
Total 2022	<u>68,165</u>	<u>14,000</u>	<u>82,165</u>	

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

11. Net expenditure

	2023	2022
	£	£
This is stated after charging:		
Amortisation of intangible fixed assets	121,569	121,569
Depreciation of tangible fixed assets	190,844	119,809
Auditor's remuneration - audit	28,875	28,188
Auditor's remuneration - non audit	9,983	8,803
Operating lease rental - land and buildings	109,116	109,116
Operating lease rental - other	<u>92,729</u>	<u>96,881</u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

12. Employees

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Staff costs consist of:				
Wages and salaries	3,189,349	3,132,086	1,601,296	1,223,110
Social security costs	313,249	272,190	133,441	121,473
Employer pension contributions	<u>192,200</u>	<u>188,272</u>	<u>82,873</u>	<u>88,327</u>
	<u>3,694,798</u>	<u>3,592,548</u>	<u>1,817,610</u>	<u>1,432,910</u>

Included in staff costs above is an amount of £121,854 (2022 - £74,050) in relation to redundancy payments. At the year-end there were no amounts outstanding in relation to the redundancy payments (2022 - £Nil).

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

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Employees	<u>83</u>	<u>81</u>	<u>-</u>	<u>33</u>
Average headcount expressed as full time equivalent:				
Management	18	20	3	6
Technical officers	45	40	17	20
Administration	<u>16</u>	<u>18</u>	<u>8</u>	<u>6</u>
	<u>79</u>	<u>78</u>	<u>28</u>	<u>32</u>

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

	Group 2023	Group 2022	Charity 2023	Charity 2022
	Number	Number	Number	Number
In the band £60,001 - £70,000	2	4	-	1
In the band £70,001 - £80,000	1	-	-	-
In the band £80,001 - £90,000	-	1	-	1
In the band £110,001 - £120,000	-	1	-	1
In the band £120,001 - £130,000	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

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 £886,175 (2022 - £1,154,017).

During the year the chair Atholl Duncan received remuneration of £15,000 (2022 - £15,000) and pension contributions of £Nil (2021 - £Nil). Approval was received from the Charity Commission to pay the Chair a maximum of £25k.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

There were no Trustees' accruing retirement benefits under defined contribution schemes (2022 - None).

During the year no Trustees received any benefits in kind (2022 - None). Six Trustees received reimbursement of expenses amounting to £2,789 in the current year (2022 - 5 Trustees - £2,606).

13. Intangible assets**Group**

	Goodwill £
Cost	
At 1 April 2022	1,215,686
At 31 March 2023	<u>1,215,686</u>
Amortisation	
At 1 April 2022	729,412
Charge for the year	121,569
At 31 March 2023	<u>850,981</u>
Net book value	
At 31 March 2023	<u>364,705</u>
At 31 March 2022	<u>486,274</u>

Goodwill represents the amounts initially recognised upon acquisition of the subsidiaries.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

14. Tangible fixed assets

Group

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2022	225,341	549,595	774,936
Additions	-	55,060	55,060
At 31 March 2023	225,341	604,655	829,996
Depreciation			
At 1 April 2022	46,668	314,475	361,143
Charge for the year	63,267	107,432	170,699
At 31 March 2023	109,935	421,907	531,842
Net book value			
At 31 March 2023	115,406	182,748	298,154
At 31 March 2022	178,673	235,120	413,793

The net book value of assets under finance leases at the year end was £244,031 (2022 - £306,336).

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

14. Tangible fixed assets (continued)

Charity

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2022	225,341	350,477	575,818
Additions	-	20,144	20,144
At 31 March 2023	225,341	370,621	595,962
Depreciation			
At 1 April 2022	46,668	192,702	239,370
Charge for the year	63,267	64,026	127,293
At 31 March 2023	109,935	256,728	366,663
Net book value			
At 31 March 2023	115,406	113,893	229,299
At 31 March 2022	178,673	157,775	336,448

The net book value of assets under finance leases at the year end was £244,031 (2022 - £306,636).

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15. Fixed asset investments

Group	Listed investments £
Cost or valuation	
At 1 April 2022	2,013,618
Revaluations	(30,576)
At 31 March 2023	<u>1,983,043</u>
Net book value	
At 31 March 2023	<u>1,983,043</u>
At 31 March 2022	<u>2,013,618</u>

Charity	Investments in subsidiary companies £	Listed investments £	Total £
Cost or valuation			
At 1 April 2022	380,001	2,013,618	2,393,619
Revaluations	-	(30,576)	(30,576)
At 31 March 2023	<u>380,001</u>	<u>1,983,043</u>	<u>2,363,044</u>
Net book value			
At 31 March 2023	<u>380,001</u>	<u>1,983,043</u>	<u>2,363,044</u>
At 31 March 2022	<u>380,001</u>	<u>2,013,618</u>	<u>2,393,619</u>

Material investments

	2023 £	2022 £
Charity multi-asset fund	738,077	729,822
Absolute return fund	210,339	371,939
Responsible multi-asset fund	291,911	211,684
Cash deposit fund	<u>742,716</u>	<u>700,173</u>
	<u>1,983,043</u>	<u>2,013,618</u>

For details of subsidiary undertakings see note 32.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**16. Stocks**

	Group 2023 £	Group 2022 £
Finished goods and goods for resale	22,120	14,521

17. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Due within one year				
Trade debtors	445,490	260,613	6,000	2,000
Other debtors	23,164	14,091	3,368	1,788
Prepayments and accrued income	343,864	203,901	106,431	72,016
	812,518	478,605	115,799	75,804

18. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank loans	10,000	10,000	-	-
Trade creditors	475,257	239,260	280,880	152,393
Amounts owed to group undertakings	-	-	132,444	323,232
Other taxation and social security	89,153	128,083	23,311	58,271
Obligations under finance lease and hire purchase contracts	62,193	56,626	62,193	56,626
Other creditors	946	12,969	-	-
Accruals and deferred income	2,466,734	1,307,585	1,818,049	771,455
	3,104,283	1,754,523	2,316,877	1,361,977

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

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

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Deferred income at 1 April 2022	345,777	128,544	315,312	41,016
Resources deferred during the year	2,918,735	321,367	2,731,645	290,902
Amounts released from previous periods	(1,707,500)	(104,134)	(1,658,896)	(16,606)
	<u>1,557,012</u>	<u>345,777</u>	<u>1,388,061</u>	<u>315,312</u>

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

19. Creditors: Amounts falling due after more than one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank loans	22,500	32,500	-	-
Net obligations under finance lease and hire purchase contracts	124,386	203,039	124,386	203,039
	<u>146,886</u>	<u>235,539</u>	<u>124,386</u>	<u>203,039</u>

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

20. Commitments under finance leases

At 31 March 2023 the total of future minimum lease payments under finance leases was:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Amounts payable:				
Within 1 year	62,193	92,729	62,193	92,729
Between 2 and 5 years	<u>124,386</u>	<u>278,186</u>	<u>124,386</u>	<u>278,186</u>
	<u>186,579</u>	<u>370,915</u>	<u>186,579</u>	<u>370,915</u>

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

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

21. Loans

	Group 2023	Group 2022
	£	£
Amounts falling due with 1 year	1,000	10,000
Amounts falling due 1-2 years	10,000	10,000
Amounts falling due with 2-5 years	<u>12,500</u>	<u>22,500</u>
	<u>23,500</u>	<u>42,500</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.

22. Financial instruments

	Group 2023	Group 2022
	£	£
Financial assets		
Financial assets measured at fair value through income and expenditure	1,983,043	2,013,618
Financial assets measured at amortised cost	2,617,465	1,406,253
	<u>4,600,508</u>	<u>3,419,871</u>
	Group 2023	Group 2022
	£	£
Financial liabilities		
Financial liabilities measured at amortised cost	1,694,157	1,569,814

Financial assets measured at 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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

23. Provisions

Group and Charity

	Dilapidations provision £
At 1 April 2022	25,000
Amounts used	(25,000)
	<hr/>
	-
	<hr/> <hr/>

The dilapidations provisions of £25,000 relates to the head office property at City Walk.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

24. Statement of funds

Group - current year

	Balance at 1 April 2022	Income	Expenditure	Losses	Balance at 31 March 2023
	£	£	£	£	£
Unrestricted Funds					
Unrestricted general funds	<u>2,325,543</u>	<u>3,482,933</u>	<u>(3,634,157)</u>	<u>(30,576)</u>	<u>2,143,743</u>
Restricted funds					
Sport England:					
- Core grant	161,814	2,500,000	(2,500,000)	-	161,814
- R2R CIMPSA	-	154,816	(154,816)	-	-
- Children's consortium	-	1,468,816	(1,468,816)	-	-
UK Sport:	-	-	-	-	-
- Core grant	-	258,470	(258,470)	-	-
- NED contribution	2,585	-	-	-	2,585
Mind	30,414	25,954	(25,954)	-	30,414
	<u>194,813</u>	<u>4,408,056</u>	<u>(4,408,056)</u>	<u>-</u>	<u>194,813</u>
Total of funds	<u><u>2,520,356</u></u>	<u><u>7,890,989</u></u>	<u><u>(8,042,213)</u></u>	<u><u>(30,576)</u></u>	<u><u>2,338,556</u></u>

Group - prior year

	Balance at 1 April 2021	Income	Expenditure	Gains	Balance at 31 March 2022
	£	£	£	£	£
Unrestricted Funds	-	-	-	-	-
Unrestricted general funds	<u>2,036,099</u>	<u>3,262,255</u>	<u>(3,857,370)</u>	<u>84,568</u>	<u>2,325,543</u>
Restricted funds	-	-	-	-	-
Sport England:	-	-	-	-	-
- Core grant	161,814	2,200,000	(2,038,186)	-	161,814
- R2R CIMPSA	-	272,684	(272,684)	-	-
- Children's consortium	-	413,914	(413,914)	-	-
UK Sport:	-	-	-	-	-
- Core grant	-	249,611	(249,611)	-	-
- NED contribution	2,585	-	-	-	-
Mind	12,640	17,774	-	-	30,414
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>15,225</u>	<u>3,153,983</u>	<u>2,974,395</u>	<u>-</u>	<u>194,813</u>
Total of funds	<u><u>2,851,324</u></u>	<u><u>6,416,238</u></u>	<u><u>(6,831,774)</u></u>	<u><u>84,568</u></u>	<u><u>2,520,356</u></u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Statement of funds - Charity - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains £	Balance at 31 March 2023 £
Unrestricted Funds					
Unrestricted general funds	<u>1,678,879</u>	<u>61,845</u>	<u>(884,543)</u>	<u>(30,576)</u>	<u>825,605</u>
Restricted funds					
Sport England:					
- Core grant	161,814	2,500,000	(2,500,000)	-	161,814
- R2R CIMPSA	-	154,816	(154,816)	-	-
- Children's consortium	-	1,468,816	(1,468,816)	-	-
UK Sport:					
- Core grant	2,585	284,424	(284,424)	-	2,585
	<u>164,399</u>	<u>4,408,056</u>	<u>(4,408,056)</u>	<u>-</u>	<u>164,399</u>
Total of funds	<u>1,843,278</u>	<u>4,469,901</u>	<u>(5,292,599)</u>	<u>(30,576)</u>	<u>990,004</u>

Statement of funds - Charity - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains £	Balance at 31 March 2022 £
Unrestricted Funds					
Unrestricted general funds	<u>2,105,212</u>	<u>299,391</u>	<u>(810,292)</u>	<u>84,568</u>	<u>1,678,879</u>
Restricted funds					
Sport England:					
- Core grant	161,814	2,200,000	(2,038,186)	-	161,814
- R2R CIMPSA	-	-	-	-	-
- Children's consortium	-	413,914	(413,914)	-	-
UK Sport:					
- Core grant	2,585	249,611	(249,611)	-	2,585
	<u>2,585</u>	<u>2,863,525</u>	<u>(2,701,711)</u>	<u>-</u>	<u>164,399</u>
Total of funds	<u>2,107,797</u>	<u>3,162,916</u>	<u>(3,512,003)</u>	<u>84,568</u>	<u>1,843,278</u>

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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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.

25. Analysis of net assets between funds - Group - current year

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
	£	£	£
Intangible fixed assets	364,705	-	364,705
Tangible fixed assets	298,155	-	298,155
Fixed asset investments	1,983,043	-	1,983,043
Current assets	2,881,453	194,813	3,076,266
Creditors due within one year	(3,361,113)	-	(3,361,113)
Creditors due in more than one year	(22,500)	-	(22,500)
	2,143,743	194,813	2,338,556

Analysis of net assets between funds - Group - prior year

	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	(25,000)	-	(25,000)
	1,839,269	194,813	2,034,082

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023Analysis of net assets between funds - Charity -
current year

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
	£	£	£
Tangible fixed assets	229,299	-	229,299
Fixed asset investments	2,363,044	-	2,363,044
Current assets	674,524	164,399	838,923
Creditors due within one year	(2,441,263)	-	(2,441,263)
	<u>825,604</u>	<u>164,399</u>	<u>990,003</u>

Analysis of net assets between funds - Charity -
prior year

	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>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS
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26. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	Group 2022 £
Net expenditure for the year (as per Statement of Financial Activities)	(181,800)	(330,968)
Adjustments for:		
Depreciation charges	170,698	119,809
Amortisation charges	121,569	121,569
Gains/(losses) on investments	30,576	(84,568)
Investment income	(11,127)	(7,897)
Decrease/(increase) in stocks	(7,599)	18,468
Increase in debtors	(333,913)	(39,159)
Increase in creditors	1,344,193	642,078
Increase in provisions	(25,000)	20,000
Net cash provided by operating activities	1,107,597	359,332

27. Analysis of cash and cash equivalents

	Group 2023 £	Group 2022 £
Cash in hand	2,109,184	1,128,607
Total cash and cash equivalents	2,109,184	1,128,607

28. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	1,128,607	980,577	2,109,184
Debt due within 1 year	(10,000)	-	(10,000)
Debt due after 1 year	(32,500)	10,000	(22,500)
Finance leases	(259,665)	73,086	(186,579)
	826,442	1,063,663	1,890,105

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

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FOR THE YEAR ENDED 31 MARCH 2023**29. 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 £192,200 (2022 - £188,272). Contributions totalling £26,114 (2022 - £27,901) were payable to the fund at the reporting date.

30. Operating lease commitments

At 31 March 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Not later than 1 year	130,643	112,658	130,643	109,110
Later than 1 year and not later than 5 years	230,173	304,149	230,173	300,054
	360,816	416,807	360,816	409,164

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

31. 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:

	2023 £	2022 £
Income	4,469,901	3,162,916
Expenditure on charitable activities	(5,292,599)	(3,512,003)
Net gains on investments	(30,576)	84,568
	-	-
Net expenditure	(853,274)	(264,519)
	-	-
Total funds brought forward	1,843,278	2,107,797
	-	-
Total funds carried forward	990,004	1,843,278
	-	-
Represented by:		
Restricted income funds	164,399	164,399
Unrestricted income funds	825,605	1,678,879
Total	990,004	1,843,278

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

32. Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Class of shares	Holding
UK Coaching Solutions Limited	02340767	2 City Walk, Leeds, England LS11 9AR	Ordinary	100%

The financial results of the subsidiaries for the year were:

Names	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
UK Coaching Solutions Limited	793,043	1,363,847

Physical Activity Limited and Professional Active Registers LLP were both dormant during the year. During the year, a decision was made to commence the process of liquidating both companies. The liquidations were completed following the year end.

33. Related party transactions

During the year the charity recharged services worth £1,074,226 (2022 - £3,316,815) and was recharged expenses of £1,211,044 (2022 - £3,315,714) from UK Coaching Solutions Limited, a wholly owned subsidiary of the charity. At the year end the charity owed £132,444 (2022 - £323,232), which was included in creditors under one year.

Remuneration of key management personnel is included in note x.

There were no other related party transactions.

34. Controlling party

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