

Registered number: 02092919
Charity number: 327354

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

ArmstrongWatson[®]
Accountants, Business & Financial Advisers

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

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NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025

Trustees	A S Duncan, Chair (resigned 30 June 2025) C E Rattigan R K Ranganathan M A Bramley, Chair (appointed as Chair 1 July 2025) A M MacGregor (resigned 25 February 2025) K R Bunbury E J Hepworth Dr A B Fawcett K Harbott M M Jadeja (appointed 8 September 2025) S G Clapperton (appointed 8 September 2025)
Company registered number	02092919
Charity registered number	327354
Registered office	2 City Walk Leeds West Yorkshire LS11 9AR
Chief executive officer	M D Gannon
Independent auditors	Armstrong Watson Audit Limited Chartered Accountants Statutory Auditors Third Floor 10 South Parade Leeds West Yorkshire LS1 5QS
Bankers	National Westminster Bank Plc PO Box 154 8 Park Row Leeds LS1 5HD
Solicitors	Blacks Solicitors LLP City Point 29 King Street Leeds LS1 2HL
Patron	HRH The Princess Royal
Investment managers	Schroder and Co. Limited 1 London Wall Place London England EC2Y 5AU

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
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**INTRODUCTION FROM THE CHAIR AND THE CHIEF EXECUTIVE OFFICER
FOR THE YEAR ENDED 31 MARCH 2025**

The Chair presents her statement for the year.

I am delighted to have taken over the role of Chair in July 2025 and I would like to extend my heartfelt thanks to Atholl Duncan for his steadfast leadership over the past six years. His guidance through the challenges of COVID and his vision in steering UK Coaching into the digital age have left a lasting legacy.

UK Coaching stands as the leading charitable organisation supporting sport and physical activity coaches across the UK. Our mission is rooted in a simple but powerful truth: great coaching transforms lives.

Whether it's a child discovering movement for the first time, an individual using physical activity to manage a health condition, an older adult staying active and connected, or an athlete chasing Olympic dreams—coaches are the catalysts for change, growth, and belonging.

We are proud to be the national voice advocating for the wellbeing and societal value of coaches. As a membership organisation, we are committed to supporting coaches in every aspect of their journey. Yet we recognise that access to coached activity is not equal. Many communities face barriers, and many aspiring coaches are held back by systemic inequalities. As a charity, we are determined to change that.

Our vision is to build a coaching workforce that is diverse, inclusive, and representative of the UK population—a workforce that is well-connected, well-supported, and equipped to make a difference in every community.

In 2025–2026, we will deepen our partnerships with organisations that share our commitment to making coaching more equitable. Together, we will work to ensure that coaching is not only accessible but also a viable and supported pathway for those who have historically been excluded.

Our areas of focus include:

- Empowering more women to coach, especially in male-dominated sports and high-performance environments.
- Championing child-first coaching, where sport is a tool to nurture young people holistically.
- Increasing the visibility and support for coaches with disabilities in mainstream sport.
- Creating pathways for coaches from undeserved and diverse communities, from grassroots to elite levels.

I look forward to a future where coaching is celebrated, supported, and accessible to all—because everyone deserves the opportunity to thrive through sport and physical activity.



Michelle Bramley
Chair

Date: 15.10.25

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
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INTRODUCTION FROM THE CHAIR AND THE CHIEF EXECUTIVE OFFICER (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

The Chief Executive Officer presents his statement for the year.

The Paris Olympic and Paralympic Games were a defining moment in 2024–2025. In partnership with UK Sport, we had the honour of bringing 300 Olympic and Paralympic coaches to Buckingham Palace, where HRH Princess Anne expressed the nation's gratitude for their dedication and impact. It was a powerful reminder of the role coaches play—not just in sport, but in shaping lives.

Throughout the year, we continued to celebrate coaching through events like Coaching Week and our Annual Awards, but we know that recognition must be matched with support. Coaches need more than applause—they need resources, development, and community.

The coaching landscape is evolving, and we are committed to helping coaches navigate it. Competence—skills, knowledge, and behaviours—and currency—ongoing professional development—are essential. That's why we've invested in a new Learning Management System, making it easier for coaches to stay qualified, confident, and connected.

Our UK Coaching Club now supports over 170,000 coaches, helping them be the best they can be for the people they serve.

We are mindful of the financial pressures facing our sector and society. In 2025–2026, we will focus on generating new funding streams—through grants, foundations, and corporate partnerships—to ensure we can do more for those who need it most.

There is still much to do: expanding opportunities for coaches from diverse backgrounds, increasing participation in underserved communities, and continuing to innovate in coach education.

We remain deeply committed to our purpose: to support, develop, and celebrate coaches, and to ensure that anyone who wants to coach has the opportunity to do so.

Together, we will continue to build a future where coaching is a force for good in every community of the UK.



Mark Gannon
CEO

Date: 15.10.25

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
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TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)
FOR THE YEAR ENDED 31 MARCH 2025

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 2025. 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 coaching 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? Our values:

- **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 for 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.

Our work April 24 – March 25

Our Strategic Intent outlines how we support coaches and the wider coaching workforce to be the best they can be for the benefit of their participants, ultimately contributing to healthier and happier individuals and communities.

Our overall goal is to develop and support a thriving coaching workforce that is well-connected, engaged, and qualified, capable of working across diverse communities.

This year we supported the delivery of over 65,000 learning opportunities (face to face and online).

As a result, we issued 6,000 certificates for formal qualifications.

Membership of our UK Coaching Club stands at 170,000.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

Inclusion and Diversity

We launched, and began work on, our Diversity and Inclusion Action Plan (DIAP) in March / April 24. UK Coaching's Diversity and Inclusion Action Plan is a strategic commitment to making coaching inclusive, equitable, and accessible for all. It embeds diversity and inclusion across every part of the organisation and our work, focusing on:

- Representation: Reflecting the diversity of communities in coaching and leadership.
- Leadership: Commitment: Driving change from the top with clear accountability.
- Culture Change: Creating inclusive environments that challenge inequality.
- Progress Tracking: Measuring impact and aligning with governance standards.
- Collaboration: Listening to underrepresented voices to shape better practices.

Children

The Active Lives Survey 22-23 for children and young people found that whilst 47% of children met the recommended weekly activity levels, girls and children from less affluent backgrounds were less likely to enjoy being physically active. In addition, children experienced higher levels of enjoyment in less structured play and sporting activity. And 53% of children fall below the recommended weekly activity levels for a healthy active lifestyle.

Sport England continue to support us, and the Children's Coaching Collaborative, to drive the children's rights-based campaign Play Their Way with the underpinning philosophy of child first coaching and the principles of voice, choice, journey.

We are delighted that the campaign has been extended for a further 3 years to September 2027, and look forward to delivering 9 local coach development pilots across England in 25-26.

Diversity of the workforce

Coaches support a broad range of participants. But the coaching workforce is not always reflective of the demographic they coach. If we are to encourage more participants from a wider demographic, we know more coaches from a wider demographic are needed in all areas of sport and physical activity.

The 2024 'Coaching in the UK' Survey findings showed that overall, the demographic for the workforce is representative of the UK population. However, when you dig deeper, it is evident that there are significant barriers for some demographics to work in some environments, particularly the talent pathway and high performance.

We are working with a number of subject matter experts to understand and advocate in the sector why a diverse workforce is important. The work that we are undertaking in this area is outlined in our Equity, Equality, Diversity and Inclusion Strategy.

We held a number of events this year to focus on tackling inequalities and drive inclusivity and we are working hard to support partners to diversify the coaching workforce, again advising and guiding with recruitment and training protocols.

Women in coaching

Our work to support women in coaching and specifically women in the talent pathway and world class is vital if we want to ensure more girls and women are active. We continue to run a number of programmes to support female coaches to progress but also need to ensure the environment in which they coach is conducive to do so.

The biggest barrier for women in coaching is the behaviour of others. Isolation and lack of support for women in coaching and leadership roles persists, resulting in some talented individuals leaving the profession due to feeling undervalued or pushed out.

We have worked throughout the year to deliver key messaging to the sector support the changes needed to support female coaches in their development and for more inclusive (and flexible) environments in which they can coach.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

UK Coaching's Women Who Coach campaign is a central initiative aimed at inspiring and empowering women to enter and thrive in coaching roles. It includes:

- A digital guide featuring personal stories, career tips, and strategies to overcome gender stereotypes.
- Spotlight features on diverse female role models, including Muslim women, older coaches, and those breaking into male-dominated sports.
- Advocacy for gender equality in coaching, with calls to recognize the unique strengths women bring to coaching environments.

The Elevate Women in Coaching Programme supported women coaches working within or aspiring to join the England Talent Pathway.

Following the findings in the Coaching in the UK Survey and the decline in female coaches we launched a Gender Impact Strategy to address the decline in women coaches and promote equity. Key actions included:

- Collaborations with UK Sport, Sport England, and over 25 NGBs.
- Support for 60 women coaches in high-performance pathways.
- Research with Leeds Beckett University to explore sport-specific challenges and opportunities for women

Disabled Coaches

The Coaching in the UK survey highlighted a number of factors for coaches with a disability, such as:

- active coaches with a disability/long term health condition are more likely to hold an official coaching qualification (59% vs 53%)
- they are also more likely to be aged 55 and over (17% vs 13% UK average) and from lower social grades (39% vs 33%)
- those with a disability/long term health condition are more likely to be paid (57% vs 53%)
- coaches with a disability/long term health condition are more likely to provide coaching support (34% vs 26% UK average) and have access to support (58% vs 53%)

As is the case for women in coaching, coaches with a disability are less represented across the different environments in sport and this needs further investigation and support.

We are working closely with a number of national agencies and NGBs to support them to support coaches with a disability to be better supported and present in the talent pathway and world class environment.

Recognising and celebrating the contribution of great coaching

As the voice of the coach, we continue to ramp up our efforts to raise the national profile of coaches and coaching, by demonstrating and promoting the tremendous impact that coaches can have on lives and communities.

Some key events that took place throughout the year as follows:

- **Coaching week & "Thanks Coach"**
The campaign asked the sport and physical activity community to say 'thank you' to those fantastic coaches who continue to make a profound positive difference to the lives of individuals and their local communities. This year the campaign focused specifically on 'Holistic Coaching' and those coaches who treat everyone as individuals with unique needs, strengths, and motivations. Coaches who go beyond sporting experience, including building life skills and shaping individuals into well-rounded, confident, and resilient people, both in and out of sport.
- Following success at the Paris 2024 Olympic and Paralympic Games we partnered with UK Sport to bring over 300 of our Olympic and Paralympic coaches (summer and winter) to Buckingham Palace in recognition of the role they played in the games and specifically the support they provided to their athletes. Princess Anne hosted the event and led the celebrations.

**TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

- Driving the Play Their Way Campaign to build greater awareness of Voice, Choice, Journey and how to engage children and young people to build their journey and experience of physical activity and sport.
- The summer conference, and the winter Summit hosted key stakeholders allowing us to explore key concepts in coaching with a view connecting and driving the coaching agenda across the sector.
 - The summer conference, Coaching Matters, explored how 'the system' is working for multiple stakeholders from coaches to policy makers.
 - The Summit looked specifically at how we better support the coach development workforce.
- We closed the calendar year with our UK Coaching Awards at the Queens Hotel in Leeds where we recognised coaches and coaching in all aspects and environments. Whether they've transformed a community, guided an athlete to the top of the podium, or been the rock someone just needed to help them get through a tough time.

We aspire to build a well-connected, more engaged, and better-qualified coaching workforce that is representative of the population, capable of working across diverse communities and in multiple environments, and able to work to different outcomes.

Collaboration and connection with our partners is integral in achieving this.

Excellence: looking at how we do what we do

Our commitment to excellence begins with understanding the unique needs and challenges faced by coaches in their professional journeys. By conducting regular surveys and engaging in open dialogues with coaches and the wider coaching workforce, we gain invaluable insights in order to tailor our products and services to meet their evolving requirements effectively.

This year the team have taken on, and delivered, a huge project to better provide our learning and development, products and services and have re-platformed our website and Learning Management System, both of which are fully integrated to better service coaches, the coaching workforce and coaching organisations.

Moreover, this will place the organisation in a better position as a service provider and system partner for the future. We will be able to provide a more cost-effective solution to many organisations who are attempting to provide similar services to their coaching workforce.

We remain the strongest possible advocates of governance.

This year have pushed ahead with an up-and-coming requirement of the Governance Code for Sport, namely that of environmental sustainability.

Within our ESG strategy (Environment, Social and Governance) we have identified several activities to drive environmental sustainability internally and across the sector.

Of note, is the addition of a new award to our UK Coaching Awards, The Green Award, honouring coaches and organisations who are embedding sustainability into their practice.

We continue to develop the culture of the organisation to maximise engagement and cohesion amongst colleagues, ultimately to ensure UK Coaching is a great place to work and we maximise how we deliver for customers.

Financial sustainability remains a key focus, exploring how we diversify and increase our income through further investment, trading and corporate partnerships.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED FOR THE YEAR ENDED 31 MARCH 2025

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 requirements 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.

We would like to thank Sport England and UK Sport for their continued support and investment.

Going concern

The financial performance of the Charity is recovering from the effect of the COVID-19 crisis including a gain of £82.4k on our investment valuation held with Schroeder Cazenove, as at 31 March 2025 the valuation was £2.179m and this can convert to cash within 4 to 30 days.

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 were 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 £4m to August 2027.

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 (resigned 30 June 2025)
C E Rattigan
R K Ranganathan
M A Bramley, Chair (appointed as Chair 1 July 2025)
A M MacGregor (resigned 25 February 2025)
K R Bunbury
E J Hepworth
Dr A B Fawcett
K Harbott
M M Jadeja (appointed 8 September 2025)
S G Clapperton (appointed 8 September 2025)

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.

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 induction, they may also meet key employees.

**TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role, subject to 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 Chairperson only) meetings are held at least four times per annum. During 2024/25, there were three formal reporting Board meetings.

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 normally increased in accordance with average earnings. In view of the UK Coaching financial position, the directors benchmark against pay levels of other nationally funded partners.

All Trustees give their time freely, and only the Chair receives a remuneration, in 2024/25 this was £15,000 for services provided in that capacity (2023/24 - £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 2024/25 or 2023/24.

e. Related party and co-operation with other organisations

The charity has one wholly owned subsidiary, UK Coaching Solutions Ltd.

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

Trustees were directly reimbursed expenses in the sum of £1,426 (2023/24 £177) upon application of an expenses policy, for those costs incurred necessarily in attendance at Board and Sub Committee meeting or on charity business. The total cost of Board meeting is reflected within Support costs, allocated as Charitable spending in the accounts.

Any connection between a Trustee or senior manager of UK Coaching with a sport of 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 interest are declared appropriately in relation to Board meetings.

**TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT) CONTINUED
FOR THE YEAR ENDED 31 MARCH 2025**

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 organization 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 continually 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.

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 out environmental footprint and working with out 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 than and contribute to 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 15.10.25 and signed on their behalf by:



Ed Hepworth
Chair of Finance, Audit and Risk Committee

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
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STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2025

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company 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 Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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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 charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company 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).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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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 charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

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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 group through discussions with directors and other management, and from our commercial knowledge and experience of the industry. The key laws and regulations we identified as being applicable to the group are Charities SORP 2019, Charities Act 2011, Ofqual regulations and tax and employment legislation;
- 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.

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
(A company limited by guarantee)

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



Armstrong Watson Audit Limited

Chartered Accountants
Statutory Auditors

Leeds

Date: 22 October 2025

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
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Grants receivable		-	3,352,174	3,352,174	3,826,900
Other trading activities		3,301,341	3,587	3,304,928	3,334,146
Investments		15,772	-	15,772	25,982
Total income		3,317,113	3,355,761	6,672,874	7,187,028
Expenditure on:					
Raising funds	9	3,153,417	-	3,153,417	3,027,191
Charitable activities	7	206,919	3,348,063	3,554,982	4,142,741
Total expenditure		3,360,336	3,348,063	6,708,399	7,169,932
Net (expenditure)/income before net gains on investments		(43,223)	7,698	(35,525)	17,096
Net gains on investments		88,112	-	88,112	119,214
Net movement in funds		44,889	7,698	52,587	136,310
Reconciliation of funds:					
Total funds brought forward		2,249,461	225,405	2,474,866	2,338,556
Net movement in funds		44,889	7,698	52,587	136,310
Total funds carried forward		2,294,350	233,103	2,527,453	2,474,866

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

The notes on pages 22 to 50 form part of these financial statements.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)
REGISTERED NUMBER: 02092919

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	13	62,745	243,136
Tangible assets	14	269,060	360,182
Investments	15	2,179,402	2,096,944
		<u>2,511,207</u>	<u>2,700,262</u>
Current assets			
Stocks	16	7,316	10,211
Debtors	17	624,247	708,157
Cash at bank and in hand		856,028	1,024,535
		<u>1,487,591</u>	<u>1,742,903</u>
Creditors: amounts falling due within one year	18	<u>(1,468,845)</u>	<u>(1,889,080)</u>
Net current assets / liabilities		18,746	(146,177)
Total assets less current liabilities		<u>2,529,953</u>	<u>2,554,085</u>
Creditors: amounts falling due after more than one year	19	(2,500)	(79,219)
Total net assets		<u><u>2,527,453</u></u>	<u><u>2,474,866</u></u>
Charity funds			
Restricted funds		233,103	225,405
Unrestricted funds		2,294,350	2,249,461
Total funds		<u><u>2,527,453</u></u>	<u><u>2,474,866</u></u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)
REGISTERED NUMBER: 02092919

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

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

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

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



.....
M A Bramley

Date: 15.10.25

The notes on pages 22 to 50 form part of these financial statements.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)
REGISTERED NUMBER: 02092919

COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	14	220,176	328,493
Investments	15	2,559,402	2,476,944
		<u>2,779,578</u>	<u>2,805,437</u>
Current assets			
Debtors	17	28,385	41,075
Cash at bank and in hand		488,021	429,579
		<u>516,406</u>	<u>470,654</u>
Creditors: amounts falling due within one year	18	(1,674,213)	(1,983,400)
Net current liabilities		<u>(1,157,807)</u>	<u>(1,512,746)</u>
Total assets less current liabilities		<u>1,621,771</u>	<u>1,292,691</u>
Creditors: amounts falling due after more than one year	19	-	(66,719)
Total net assets		<u><u>1,621,771</u></u>	<u><u>1,225,972</u></u>
Charity funds			
Restricted funds		164,399	164,399
Unrestricted funds		1,457,372	1,061,573
Total funds		<u><u>1,621,771</u></u>	<u><u>1,225,972</u></u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)
REGISTERED NUMBER: 02092919

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Company's net movement in funds for the year was £395,799 (2024 - £235,968).

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

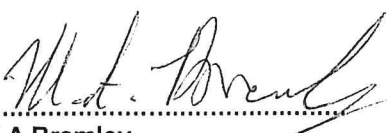
The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

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

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

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


.....
M A Bramley

Date: 15-10-25

The notes on pages 22 to 50 form part of these financial statements.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	(116,781)	(776,902)
Cash flows from investing activities		
Purchase of tangible fixed assets	10,000	(266,528)
Investment income	15,772	25,892
Net cash provided by/(used in) investing activities	25,772	(240,636)
Cash flows from financing activities		
Repayments of borrowing	(10,000)	(10,000)
Repayments of finance leases	(67,498)	(57,111)
Net cash used in financing activities	(77,498)	(67,111)
Change in cash and cash equivalents in the year	(168,507)	(1,084,649)
Cash and cash equivalents at the beginning of the year	1,024,535	2,109,184
Cash and cash equivalents at the end of the year	856,028	1,024,535

The notes on pages 22 to 50 form part of these financial statements

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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 Consolidated Statement of Cash Flows included within these financial statements, includes the charitable company's cash flows; and
- from the financial instruments disclosures, required under FRS 102 para 11.40 to 11.48A and para 12.26 to 12.29, as the information is provided in the Group financial disclosures.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.2 Going concern

The financial performance of the Charity is recovering from the effect of the COVID-19 crisis including a net gain of £82,4k on our investment valuation held with Schroeder Cazenove, as at 31 March 2025 the valuation was £2.179m and this can convert to cash within 4 to 30 days.

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 were 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 £4m to August 2027.

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.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure (continued)

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 Company 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 Company 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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 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 Company 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.

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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.13 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.

2.14 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.

2.15 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.

2.16 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.

2.17 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
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Company 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.

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4. Grants receivable

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025
	£	£	£
Sport England	-	1,900,000	1,900,000
CIMSPA - R2R	-	-	-
UK Sport	-	307,376	307,376
Sport England - Children's consortium	-	1,144,798	1,144,798
	<u>-</u>	<u>3,352,174</u>	<u>3,352,174</u>

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
	£	£	£
Sport England	-	2,200,000	2,200,000
CIMSPA - R2R	-	74,277	74,277
UK Sport	-	233,150	233,150
Sport England - Children's consortium	-	1,319,473	1,319,473
	<u>-</u>	<u>3,826,900</u>	<u>3,826,900</u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

5. Other trading activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Charity trading income:			
Income from UK Coaching Solutions Limited	3,301,341	3,387	3,304,728
	<u>3,301,341</u>	<u>3,387</u>	<u>3,304,728</u>
Net income from trading activities			
	<u>3,301,341</u>	<u>3,387</u>	<u>3,304,728</u>
	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Charity trading income:			
Income from UK Coaching Solutions Limited	3,303,554	30,592	3,334,146
	<u>3,303,554</u>	<u>30,592</u>	<u>3,334,146</u>
Net income from trading activities			
	<u>3,303,554</u>	<u>30,592</u>	<u>3,334,146</u>

6. Investment income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Dividends and interest received on investments	15,772	-	15,772	25,982
	<u>15,772</u>	<u>-</u>	<u>15,772</u>	<u>25,982</u>

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

7. Charitable activities

Year ended 31 March 2025

	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Other £	Other £	2025 £
Direct salaries and wages	356,896	49,877	557,512	257,512	205,860	53,967	-	-	1,481,625
Travel and subsistence	17,350	2,425	27,102	8,192	15,476	2,624	-	-	73,169
Operating costs	-	14,536	453,640	731,628	81,037	68,012	-	-	1,348,852
Support costs	85,755	12,005	134,258	147,583	25,001	12,985	-	-	417,586
Depreciation	-	-	-	-	-	-	137,532	-	137,532
Amortisation	-	-	-	-	-	-	-	141,177	141,177
Total	460,001	78,842	1,172,512	1,144,915	327,375	137,588	137,532	141,177	3,599,941

Total expenditure on charitable activities is £3,599,941 (2024 - £4,142,741) of which £212,662 is unrestricted (2024 - £351,841) and £3,387,279 was restricted (2024 - £3,826,900).

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

7. Charitable activities (continued)

Year ended 31 March 2024

	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Other £	2024 £
Direct salaries and wages	424,764	59,361	663,528	147,735	179,415	64,230	-	1,539,033
Travel and subsistence	21,789	3,045	34,037	5,860	10,752	3,296	-	78,779
Operating costs	172	13,829	659,221	1,100,109	17,982	23,642	-	1,814,955
Support costs	89,539	12,518	139,866	140,608	25,000	13,540	-	421,071
Depreciation	-	-	-	-	-	-	167,334	167,334
Amortisation	-	-	-	-	-	-	121,569	121,569
Total	536,264	88,753	1,496,652	1,394,312	233,149	104,708	288,903	4,142,741

Total expenditure on charitable activities was £4,142,741 (2023 - £5,414,168) of which £315,841 was unrestricted (2023 - £1,006,112) and £3,826,900 was restricted (2023 - £4,408,056).

NATIONAL COACHING FOUNDATION (THE) T/A UK COACHING
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

8. Support costs

	Basis of allocation	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Total 2025 £
Governance	Headcount/ percentage of income	3,101	434	4,856	5,338	905	470	15,104
Finance	Headcount/ percentage of income	14,312	2,004	22,407	24,628	4,175	2,167	69,692
Information Technology	Headcount/ percentage of income	29,112	4,075	45,578	50,097	8,491	4,408	141,761
Human resources	Headcount/ percentage of income	9,719	1,361	15,216	16,725	2,835	1,472	47,327
Accommodation	Headcount	15,052	2,107	23,566	25,902	4,391	2,279	73,297
Depreciation	Headcount	5,249	735	8,216	9,031	1,531	795	25,556
Other (marketing)	Headcount	9,209	1,289	14,419	15,862	2,674	1,395	44,848
		<u>85,755</u>	<u>12,005</u>	<u>134,258</u>	<u>147,583</u>	<u>25,001</u>	<u>12,985</u>	<u>417,586</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.

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8. Support costs (continued)

	Basis of allocation	Here for the coach £	Talent £	Community & Partners £	Children and young people £	Performance to high performance £	Research and insight £	Total 2024 £
Governance	Headcount/ percentage of income	2,942	411	4,596	4,620	822	445	13,836
Finance	Headcount/ percentage of income	12,468	1,743	19,476	19,577	3,483	1,885	58,632
Information Technology	Headcount/ percentage of income	33,139	4,633	51,765	52,034	9,257	5,011	155,839
Human resources	Headcount/ percentage of income	12,810	1,791	20,010	20,114	3,578	1,937	60,240
Accommodation	Headcount	14,655	2,047	22,892	23,012	4,094	2,216	68,916
Depreciation	Headcount	8,280	1,158	12,934	13,001	2,313	1,252	38,938
Other (marketing)	Headcount	5,245	733	8,195	8,251	1,453	793	24,670
		<u>89,539</u>	<u>12,516</u>	<u>139,868</u>	<u>140,609</u>	<u>25,000</u>	<u>13,539</u>	<u>421,071</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.

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9. Raising funds

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£
Investment management fees	5,742	-	5,742	4,687
Expenditure incurred by subsidiaries	<u>3,147,676</u>	<u>-</u>	<u>3,147,676</u>	<u>3,022,504</u>
	<u>3,153,418</u>	<u>-</u>	<u>3,153,418</u>	<u>3,027,191</u>
Total 2024	<u>3,027,191</u>	<u>-</u>	<u>3,027,191</u>	

10. Governance costs

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025	Total funds 2024
	£	£	£	£
Auditor's remuneration	23,000	-	23,000	22,500
Auditor's non audit costs	2,900	-	2,900	1,225
Legal and professional	7,192	-	7,192	6,060
Board and Sub-Committee meeting costs	11,524	-	11,524	6,754
Board recruitment costs	-	-	-	3,000
Trustees' expenses reimbursed	<u>1,426</u>	<u>-</u>	<u>1,426</u>	<u>177</u>
	<u>46,042</u>	<u>-</u>	<u>46,042</u>	<u>39,716</u>
Total 2024	<u>36,716</u>	<u>3,000</u>	<u>39,716</u>	

All governance costs in the prior year were unrestricted other than board recruitment costs of £3,000.

11. Net expenditure

	2025	2024
	£	£
This is stated after charging:		
Amortisation of intangible fixed assets	141,177	121,569
Depreciation of tangible fixed assets	159,550	204,501
Auditor's remuneration - audit	23,000	21,300
Auditor's remuneration - non audit	2,900	2,500
Operating lease rental - land and buildings	109,116	109,116
Operating lease rental - other	<u>92,729</u>	<u>92,729</u>

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12. Employees

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Staff costs consist of:				
Wages and salaries	2,769,851	2,848,360	1,265,977	1,632,904
Social security costs	298,460	276,320	118,968	107,706
Employer pension contributions	201,005	176,871	83,575	70,889
	<u>3,269,316</u>	<u>3,301,551</u>	<u>1,468,520</u>	<u>1,811,499</u>

Included in staff costs above is an amount of £Nil (2024 - £Nil) in relation to redundancy payments. At the year-end there were no amounts outstanding in relation to the redundancy payments (2024 - £Nil).

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

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Employees	<u>65</u>	<u>68</u>	<u>22</u>	<u>22</u>
Average headcount expressed as full time equivalent:				
Management	21	24	8	8
Technical officers	33	29	12	12
Administration	11	13	2	2
	<u>65</u>	<u>66</u>	<u>22</u>	<u>22</u>

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

	Group 2024	Group 2023	Charity 2024	Charity 2023
	Number	Number	Number	Number
In the band £60,001 - £70,000	3	3	-	-
In the band £70,001 - £80,000	-	1	-	-
In the band £80,001 - £90,000	2	-	-	-
In the band £130,001 - £140,000	<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 £788,382 (2024 - £750,572).

During the year the chair Atholl Duncan received remuneration of £15,000 (2024 - £15,000) and pension contributions of £Nil (2024 - £Nil). Approval was received from the Charity Commission to pay the Chair a maximum of £25k.

There were no Trustees' accruing retirement benefits under defined contribution schemes (2024 - None).

During the year no Trustees received any benefits in kind (2024 - None). Three Trustees received reimbursement of expenses amounting to £1,426 in the current year (2024 - 6 Trustees - £177).

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13. Intangible assets

Group

	Goodwill £
Cost	
At 1 April 2024	1,215,686
At 31 March 2025	<u>1,215,686</u>
Amortisation	
At 1 April 2024	972,550
Charge for the year	141,177
Transfer in	39,214
At 31 March 2025	<u>1,152,941</u>
Net book value	
At 31 March 2025	<u><u>62,745</u></u>
At 31 March 2024	<u><u>243,136</u></u>

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

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14. Tangible fixed assets

Group

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2024	225,341	702,088	927,429
Disposals	-	(10,000)	(10,000)
At 31 March 2025	<u>225,341</u>	<u>692,088</u>	<u>917,429</u>
Depreciation			
At 1 April 2024	155,003	412,244	567,247
Charge for the year	45,068	75,268	120,336
Transfer out	-	(39,214)	(39,214)
At 31 March 2025	<u>200,071</u>	<u>448,298</u>	<u>648,369</u>
Net book value			
At 31 March 2025	<u>25,270</u>	<u>243,790</u>	<u>269,060</u>
At 31 March 2024	<u>70,338</u>	<u>289,844</u>	<u>360,182</u>

The net book value of assets under finance leases at the year end was £41,072 (2024 - £141,160).

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14. Tangible fixed assets (continued)

Company

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At 1 April 2024	225,341	501,734	727,075
Disposals	-	(10,000)	(10,000)
At 31 March 2025	<u>225,341</u>	<u>491,734</u>	<u>717,075</u>
Depreciation			
At 1 April 2024	155,003	243,579	398,582
Charge for the year	45,068	53,249	98,317
At 31 March 2025	<u>200,071</u>	<u>296,828</u>	<u>496,899</u>
Net book value			
At 31 March 2025	<u><u>25,270</u></u>	<u><u>194,906</u></u>	<u><u>220,176</u></u>
At 31 March 2024	<u><u>70,338</u></u>	<u><u>258,155</u></u>	<u><u>328,493</u></u>

The net book value of assets under finance leases at the year end was £41,072 (2024 - £141,160).

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**NOTES TO THE FINANCIAL STATEMENTS
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15. Fixed asset investments

Group	Listed investments £		
Cost or valuation			
At 1 April 2024			2,096,944
Revaluations			82,458
At 31 March 2025			<u>2,179,402</u>
Net book value			
At 31 March 2025			<u>2,179,402</u>
At 31 March 2024			<u>2,096,944</u>
Company	Investments in subsidiary companies £	Listed investments £	Total £
Cost or valuation			
At 1 April 2024	380,000	2,096,944	2,476,944
Revaluations	-	82,458	82,458
At 31 March 2025	<u>380,000</u>	<u>2,179,402</u>	<u>2,559,402</u>
Net book value			
At 31 March 2025	<u>380,000</u>	<u>2,179,402</u>	<u>2,559,402</u>
At 31 March 2024	<u>380,000</u>	<u>2,096,944</u>	<u>2,476,944</u>

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15. Material investments

	2025	As restated 2024
	£	£
Charity multi-asset fund	291,853	284,264
Absolute return fund	764,035	730,097
Responsible multi-asset fund	340,244	335,820
Cash deposit fund	783,270	746,763
	<u>2,179,402</u>	<u>2,096,944</u>

For details of subsidiary undertakings see note 31.

16. Stocks

	Group 2025	Group 2024
	£	£
Finished goods and goods for resale	7,316	10,211

17. Debtors

	Group 2025	Group 2024	Company 2025	Company 2024
	£	£	£	£
Due within one year				
Trade debtors	308,138	414,128	6,029	6,677
Other debtors	16,517	18,000	753	1,705
Prepayments and accrued income	299,592	276,029	21,603	32,693
	<u>624,247</u>	<u>708,157</u>	<u>28,385</u>	<u>41,075</u>

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18. Creditors: Amounts falling due within one year

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Bank loans	10,000	10,000	-	-
Trade creditors	230,891	388,358	109,239	153,714
Amounts owed to group undertakings	-	-	832,983	996,147
Other taxation and social security	140,395	114,073	71,092	47,301
Obligations under finance lease and hire purchase contracts	61,968	62,747	61,968	62,747
Other creditors	1,091	135,920	-	131,528
Accruals and deferred income	1,024,500	1,177,982	598,931	591,963
	1,468,845	1,889,080	1,674,213	1,983,400

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.

There is no security attached to the bank loan.

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

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Deferred income at 1 April 2024	553,736	1,557,012	420,713	1,388,061
Resources deferred during the year	3,813,949	875,621	3,613,843	705,995
Amounts released from previous periods	(3,875,686)	(1,878,897)	(3,639,016)	(1,673,343)
	491,999	553,736	395,540	420,713

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

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

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Bank loans	2,500	12,500	-	-
Net obligations under finance lease and hire purchase contracts	-	66,719	-	66,719
	<u>2,500</u>	<u>79,219</u>	<u>-</u>	<u>66,719</u>

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

There is no security attached to the bank loan.

20. Commitments under finance leases

At 31 March 2025 the total of future minimum lease payments under finance leases was:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Amounts payable:				
Within 1 year	66,719	62,747	66,719	62,747
Between 2 and 5 years	-	66,719	-	66,719
	<u>66,719</u>	<u>129,466</u>	<u>66,719</u>	<u>129,466</u>

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

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21. Loans

	Group 2025	Group 2024
	£	£
Amounts falling due with 1 year	10,000	10,000
Amounts falling due 1-2 years	2,500	10,000
Amounts falling due with 2-5 years	-	2,500
	<u>12,500</u>	<u>22,500</u>

The loan balance relates to an initial loan of £50k, being a Government Bounce Back Loan relating to the COVID-19 pandemic.

22. Financial instruments

	Group 2025 £	Group 2024 £
Financial assets		
Financial assets measured at fair value through income and expenditure	2,179,400	2,096,944
Financial assets measured at amortised cost	1,220,311	1,496,291
	<u>3,399,711</u>	<u>3,593,235</u>
	Group 2025 £	Group 2024 £
Financial liabilities		
Financial liabilities measured at amortised cost	855,640	1,216,316
	<u>855,640</u>	<u>1,216,316</u>

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.

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23. Statement of funds

Group - current year

	Balance at 1 April 2024	Income	Expenditure	Gains	Balance at 31 March 2025
	£	£	£	£	£
Unrestricted Funds					
Unrestricted general funds	<u>2,249,461</u>	<u>3,317,113</u>	<u>(3,360,336)</u>	<u>88,112</u>	<u>2,294,350</u>
Restricted funds					
Sport England:					
- Core grant	161,814	1,900,000	-	-	2,061,814
- R2R CIMPSA	-	(596,000)	-	-	(596,000)
- Children's consortium	-	1,740,798	-	-	1,740,798
UK Sport:	-	-	-	-	-
- Core grant	-	307,376	-	-	307,376
- NED contribution	2,585	-	-	-	2,585
Mind	61,006	3,587	(3,348,063)	-	(3,283,470)
	<u>225,405</u>	<u>3,355,761</u>	<u>(3,348,063)</u>	<u>-</u>	<u>233,103</u>
Total of funds	<u><u>2,474,866</u></u>	<u><u>6,672,874</u></u>	<u><u>(6,708,399)</u></u>	<u><u>88,112</u></u>	<u><u>2,527,453</u></u>

	Balance at 1 April 2023	Income	Expenditure	Losses	Balance at 31 March 2024
	£	£	£	£	£
Group - prior year					
Unrestricted Funds	-	-	-	-	-
Unrestricted general funds	<u>2,143,743</u>	<u>3,329,536</u>	<u>(3,343,032)</u>	<u>119,214</u>	<u>2,249,461</u>
Restricted funds	-	-	-	-	-
Sport England:	-	-	-	-	-
- Core grant	161,814	2,200,000	(2,200,000)	-	161,814
- R2R CIMPSA	-	74,276	(74,276)	-	-
- Children's consortium	-	1,319,472	(1,319,472)	-	-
UK Sport:	-	-	-	-	-
- Core grant	-	233,150	(233,150)	-	-
- NED contribution	2,585	-	-	-	2,585
Mind	30,414	30,592	-	-	61,006
	<u>194,813</u>	<u>3,857,490</u>	<u>(3,826,898)</u>	<u>-</u>	<u>225,405</u>
Total of funds	<u><u>2,338,556</u></u>	<u><u>7,187,026</u></u>	<u><u>(7,169,930)</u></u>	<u><u>119,214</u></u>	<u><u>2,474,866</u></u>

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23. Statement of funds - Charity - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Gains £	Balance at 31 March 2025 £
Unrestricted Funds					
Unrestricted general funds	<u>1,061,573</u>	<u>307,687</u>	<u>-</u>	<u>88,112</u>	<u>1,457,372</u>
Restricted funds					
Sport England:					
- Core grant	161,814	1,900,000	-	-	2,061,814
- R2R CIMPSA	-	(596,000)	-	-	(596,000)
- Children's consortium	-	1,740,798	-	-	1,740,798
UK Sport:					
- Core grant	2,585	307,376	(3,352,174)	-	(3,042,213)
	<u>164,399</u>	<u>3,352,174</u>	<u>(3,352,174)</u>	<u>-</u>	<u>164,399</u>
Total of funds	<u>1,225,972</u>	<u>3,659,861</u>	<u>(3,352,174)</u>	<u>88,112</u>	<u>1,621,771</u>

Statement of funds - Charity - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Gains £	Balance at 31 March 2024 £
Unrestricted Funds					
Unrestricted general funds	<u>825,605</u>	<u>311,028</u>	<u>(194,273)</u>	<u>119,213</u>	<u>1,061,573</u>
Restricted funds					
Sport England:					
- Core grant	161,814	2,200,000	(2,200,000)	-	161,814
- R2R CIMPSA	-	74,276	(74,276)	-	-
- Children's consortium	-	1,319,472	(1,319,472)	-	-
UK Sport:					
- Core grant	2,585	233,150	(233,150)	-	2,585
	<u>164,399</u>	<u>3,826,898</u>	<u>(3,826,898)</u>	<u>-</u>	<u>164,399</u>
Total of funds	<u>990,004</u>	<u>4,137,926</u>	<u>(4,021,171)</u>	<u>119,213</u>	<u>1,225,972</u>

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NOTES TO THE FINANCIAL STATEMENTS
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24. Analysis of net assets between funds - Group - current year

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025
	£	£	£
Intangible fixed assets	62,745	-	62,745
Tangible fixed assets	229,846	-	229,846
Fixed asset investments	2,179,400	-	2,179,400
Current assets	1,092,050	395,540	1,487,590
Creditors due within one year	(1,471,343)	-	(1,471,343)
	<u>2,092,698</u>	<u>395,540</u>	<u>2,488,238</u>

Analysis of net assets between funds - Group - prior year

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
	£	£	£
Intangible fixed assets	243,136	-	243,136
Tangible fixed assets	360,182	-	360,182
Fixed asset investments	2,096,944	-	2,096,944
Current assets	1,517,498	225,405	1,742,903
Creditors due within one year	(1,889,080)	-	(1,889,080)
Creditors due in more than one year	(79,219)	-	(79,219)
	<u>2,249,461</u>	<u>225,405</u>	<u>2,474,866</u>

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**24. Analysis of net assets between funds - Charity -
current year**

	Unrestricted funds 2025	Restricted funds 2025	Total funds 2025
	£	£	£
Tangible fixed assets	220,176	-	220,176
Fixed asset investments	2,559,401	-	2,559,401
Current assets	120,866	395,540	516,406
Creditors due within one year	(1,674,210)	-	(1,674,210)
	<u>1,226,233</u>	<u>395,540</u>	<u>1,621,773</u>

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

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
	£	£	£
Tangible fixed assets	328,493	-	328,493
Fixed asset investments	2,476,944	-	2,476,944
Current assets	306,255	164,399	470,654
Creditors due within one year	(1,983,400)	-	(1,983,400)
Creditors due in more than one year	(66,719)	-	(66,719)
	<u>1,061,573</u>	<u>164,399</u>	<u>1,225,972</u>

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

	Group 2025 £	Group 2024 £
Net income for the year (as per Statement of Financial Activities)	52,587	136,310
Adjustments for:		
Depreciation charges	120,336	204,501
Amortisation charges	141,177	121,569
(Gains)/losses on investments	(82,458)	(113,901)
Investment income	(15,772)	(25,892)
Decrease in stocks	2,895	11,906
Decrease in debtors	83,910	104,362
(Decrease)/increase in creditors	(419,456)	(1,215,757)
Net cash used in operating activities	(116,781)	(776,902)

26. Analysis of cash and cash equivalents

	Group 2025 £	Group 2024 £
Cash in hand	856,028	1,024,535
Total cash and cash equivalents	856,028	1,024,535

27. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	1,024,535	(168,507)	856,028
Debt due within 1 year	(10,000)	-	(10,000)
Debt due after 1 year	(12,500)	10,000	(2,500)
Finance leases	(129,466)	67,498	(61,968)
	872,569	(91,009)	781,560

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28. 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 £201,005 (2024 - £176,871). Contributions totaling £13,257 (2024 - £30,912) were payable to the fund at the reporting date.

29. Operating lease commitments

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

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Not later than 1 year	116,143	130,643	116,143	130,643
Later than 1 year and not later than 5 years	513,942	96,757	513,942	96,757
Later than 5 years	141,777	-	141,777	-
	<u>771,862</u>	<u>227,400</u>	<u>771,862</u>	<u>227,400</u>

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

30. 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:

	2025 £	2024 £
Income	3,376,701	4,137,925
Expenditure on charitable activities	(3,599,938)	(4,021,170)
Net gains on investments	88,112	119,213
Net expenditure	<u>(135,125)</u>	<u>235,968</u>
Total funds brought forward	<u>1,225,972</u>	<u>990,004</u>
Total funds carried forward	<u>1,090,847</u>	<u>1,225,972</u>
Represented by:		
Restricted income funds	164,399	164,399
Unrestricted income funds	<u>926,448</u>	<u>1,061,573</u>
Total	<u>1,090,847</u>	<u>1,225,972</u>

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31. Principal subsidiaries

The following was a subsidiary undertaking of the Company:

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) for the year £	Net assets £
UK Coaching Solutions Limited	148,496	1,183,719

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

32. Related party transactions

During the year the charity recharged services worth £428,499 (2024 - £195,385) and was recharged expenses of £942,882 (2024 - £1,059,088) from UK Coaching Solutions Limited, a wholly owned subsidiary of the charity. At the year end the charity owed £832,983 (2024 - £996,147), which was included in creditors under one year.

Remuneration of key management personnel is included in note 12.

There were no other related party transactions.

33. Controlling party

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