



# Coach Core Foundation

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Spring 2021-2024 strategy



## Renee, Birmingham 2018-19 Coach Core apprentice

**Coming from a challenging community, Renee began her Coach Core journey working with the Aston Villa Foundation as one of their former 'Kicks' community football participants...**

*"I really wasn't sure what to do with my life before Coach Core. However thanks to the support I received, I found my comfort zone, and an excellent opportunity to effectively tackle some of the barriers that myself, and many others before me, have faced on and off the pitch. Through the sports coaching I provide and through social engagement activities and initiatives I've been involved with, it's been great to try and break down these issues and engage with my local community".*

**Having graduated, Renee now works at Aston Villa Foundation as a full-time Women's Intervention Community Coach and uses her story to engage and inspire the people around her.**

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# Introduction

## Executive Summary

Since 2012, Coach Core has used the power of sport and Apprenticeships to truly change the lives and the future prospects of young adults living and working in challenging areas.

We are a national charity and we work as follows:

### 1. We fundraise

We fundraise to support and develop young adults who have traditionally found barriers to re-engaging with education and/or employment.

### 2. We create co-investment

We establish a co-investment model that convenes the very best sports-for-change and physical activity employers to form powerful networks that will provide these places of employment and utilise our unrivalled education offer.

### 3. We combine the right training providers

We work with the very best training providers to develop and support the learners so they gain a number of accredited qualifications, experiences and opportunities throughout their time on the programme.

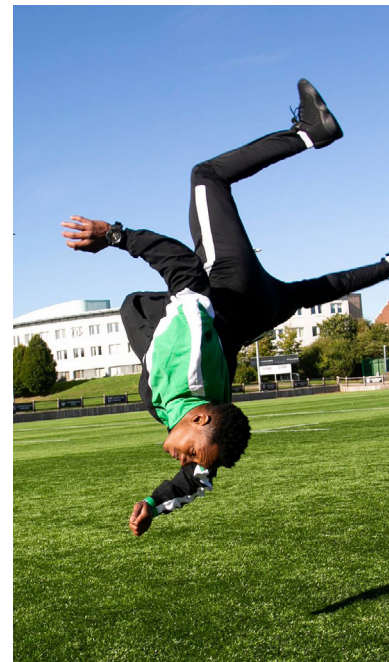
The end result is a young person who will gain unparalleled qualifications, experiences and networking opportunities that they can then take onto the next stage of their career pathway whilst also leaving a lasting legacy on the people around them.

### 4. We focus on the right young people

We put the young person at the heart of everything we do, with huge emphasis on personal support and mentoring to enable and progress talent so much more holistically and effectively.

### 5. We create a ripple effect

We enable huge community impact as the apprentices in each location are then deployed back into the local area to inspire and engage through the tens of thousands of community coaching sessions they provide every year.



# Key targets for 2021-24



Grow from **150 to 200** employers  
and from **15 UK sites to 20**



Provide places for **400 new apprentices**,  
with a 50% target for under represented  
groups...

...that go on to have **150,000**  
**coaching sessions/2.5m** coaching  
interactions over 3 years



Grow our funding by **15%**



Return to pre-Covid exit route  
success levels of **90%+**



We want to enhance and improve  
how we plan, implement and  
evidence our work, with **voices**  
**of young people** featuring more  
than ever



# We are Coach Core



"This strategy sets out our bold intentions to ensure we remain forward facing, ambitious and strengthen the Coach Core offer whenever and wherever possible."

"Thank you for taking the time to read over our exciting new strategy. As I write this, the UK has endured twelve terrible months due to the Covid19 crisis and looks set to continue impacting so many lives for the foreseeable future. Prior to lockdown, 16-24s were already experiencing disproportionate levels of unemployment versus the national average (11% versus 3.9%\*) and recent figures show this population is, and will be, the hardest hit from the crisis in the long term too. Indeed, our own Coach Core report, surveying nearly 100 young people on our programmes 'live' at the time, showed that 75% had been furloughed for 12 or more weeks which had a massive impact on their wellbeing and aspirations for the future.

**But because of this, Coach Core and programmes like it, will be needed now more than ever.** Our belief in the importance of personal support and mentoring, alongside the professional development and education opportunities, is critical to changing this bleak outlook for so many. We are offering a powerful opportunity to a young person in an exciting sector that contributes so much to society. A recent study\*\* by Sport England and Sheffield Hallam University showed that sport and physical activity contributes an annual £85.5bn to the UK economy, the high majority of which is based on the value of its power to improve health, wellbeing and be a preventative measure in so many ways. Many of the young people we target are practical, active and want to give back to their local community so this sector represents a growing and inspiring career pathway that will change their lives short and long term.

I am extremely proud of the work we have achieved to date. Their Royal Highnesses and The Royal Foundation have given us the time and support to carefully build the charity since 2012 and I sincerely thank everyone involved for their belief in Coach Core. The 1st April 2020 was obviously an extremely testing time to launch the Coach Core Foundation, especially given we are such a small team, but we know from our partners that our response to the crisis has been one of ongoing positivity; always seeking ways to support both our apprentices and the employers.

However, this strategy sets out our bold intentions to ensure we remain forward facing, ambitious and strengthening the Coach Core offer whenever and wherever possible. The 5 areas of focus will allow the team to really drive their own targets and aspirations that ultimately will lead to more apprentices, more employers and more wider impact in the future. Coach Core is nothing without partnership. From the amazing employers to its connected partners and the incredible generosity of our supporters. **By convening and enabling the right people at the right time, incredible things can happen.**

We hope you will join us for the exciting next phase of our journey, changing more lives and more communities across the UK. Thank you".

A blue ink signature of Gary Laybourne.

GARY LAYBOURNE, CHIEF EXECUTIVE OFFICER.

\*All figures taken from ONS Jan-Mar 2020 statistics.

\*\* 'Why investing in physical activity is great for our health – and our nation' Sport England paper – Sep20



## Our Vision

is to drive impactful social mobility through Apprenticeships and sport



## Our Mission

is to convene and enable powerful employment partnerships to provide accessible, life changing opportunities



## Our Values

We are...

### Advocates

We offer a staff team who are passionate about our work and strive to always be a voice for our apprentices.

### Enablers

Everything we achieve is through partnership building and working, both inside and outside the sector.

### Trustworthy

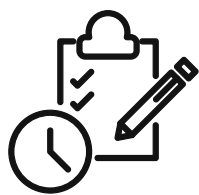
We strive for open and transparent environments, reporting and communications at all times.

### Inclusive

We proactively target and support those who need the opportunity most.

### Aspirational

We champion the power of young people and Apprenticeships and will continually seek to enhance our offer.



## Our objectives

We will use the long-term power of sport and Apprenticeships to truly change the lives of even more young adults across the UK who traditionally may experience barriers, discrimination, and lack of opportunities.

We will build even greater collaborative networks of the right employers and supporting partners to drive true change and impact for all.

We will continue to build a team and board of diverse backgrounds and opinions.

We will continue to create a powerful and measurable ripple effect of positive change in challenging communities, through high quality sport and physical activity delivery by relatable young role models.

We will manage and protect the charity and its beneficiaries through the best possible governance, fundraising strategies and by continuing to elevate our profile.



"Since joining Coach Core I've developed so much confidence in myself. And my ability to persevere and keep going no matter how hard it gets. It is a great skill I've picked up along the way"




**Zulekha**  
**Coach Core Apprentice**

## Case study

### Ash, Coach Core Essex 2018-19

Prior to joining the Coach Core programme, Ash was living in a medium security mental health hospital, after battling with depression and schizophrenia. He had limited hopes and aspirations. As Ash continued his recovery, an Occupational Therapist at the hospital supported him into a voluntary role at Sport for Confidence, an organisation that places health professionals alongside sports coaches, to help reduce barriers to participation.

Having volunteered for a number of months, Ash was given the opportunity to join the Coach Core Essex programme, where he thrived. With support from his mentors at Sport for Confidence and Layla, his Coach Core tutor, Ash was able to start changing his future career pathway whilst also improving his wellbeing. As time progressed and his experience developed, Ash had an increasingly powerful impact on the local community and as such, it was decided that he would be kept on after graduation to continue the great work he had been doing and help the charity expand into new areas too.



**"I wasn't that knowledgeable about sport and coaching, so I spent a long time looking at different coaching techniques and understanding the different approaches.**

**I really enjoyed the practical side of the course, as I got to work with apprentices with different coaching styles and experiences which really helped me develop".**



# How we operate:

## Our Methodology

Each Coach Core programme operates by convening and enabling a local network of employers and selected partners, known as 'consortiums' to affect change for all.

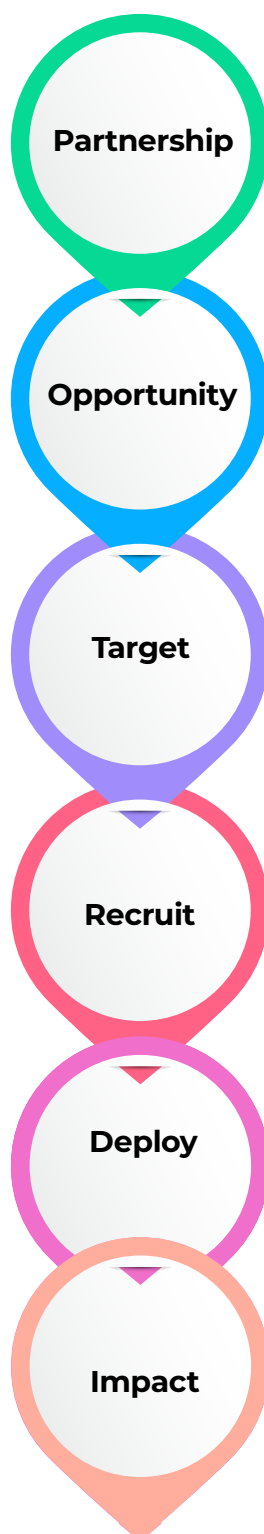
**1) Area:** select cities/areas that present multiple challenges to a given young person and see how we can help address this.

**3) Partners:** we only work with the very best training partners and employers to deliver true change in that city by forming the nucleus of our 'Coach Core consortium'. All employers we work with use sport or physical activity to engage with the local community so that our apprentices can influence a powerful ripple effect.

**5) Criteria:** working with all partners, we then target and recruit 16+ year olds that are not in employment, education or training (NEET) and have experienced/are experiencing challenge in their lives.

**7) Support:** our tutors work exclusively with their Coach Core learners and by offering an unparalleled blend of support, skills and qualifications (both as standard and bespoke to that group), we maximise their chances of success through this focused delivery in each programme.

**9) Graduation:** we will work with each apprentice and their employer to find the right exit route for all. We will also remain engaged and provide opportunity even after they leave the programme by adding them to our alumni group.



**2) Funding:** so that we can support and develop the right talent, CCF fundraises for each programme so the employers receive a grant that contributes to the additional costs of supporting learners of this nature.

**4) Collaboration:** we also work locally and nationally with 'Connected Partners'; informal but powerful networks of partners that can identify potential apprentices through their own schemes and/or provide apprentices with additional training, opportunities and support.

**6) Beginnings:** Once we identify up to 20 learners to join each of our programmes, we will shape the offer around their needs and ambitions. We also ensure that we are placing them back into the community setting to provide much needed inspiration and provision.

**8) Duration:** operating for a 12-18 month term, each apprentice will gain a range of skills and qualifications along the way. They are also providing an average of 4500 hours of community coaching per programme meaning there is huge impact to the local community week in, week out.

**10) Sustainable:** we will then work with each consortium to provide a brand new programme for that city that offers new opportunity to new apprentices thus creating a sustainable, impactful network that affects change long term.




Once the programme is complete, we look to repeat the process with new and existing partners to create ongoing, long term change'

## The journey so far

**Coach Core is an employment and education charity that uses a community sports apprenticeship to target young adults not in employment, education or training (NEET) and have them not only change their own future pathways but also become a positive influence in communities that need the provision most.**

As a response to the Centre of Social Justice's 'More Than a Game' paper, and seeking to become a true and lasting Olympic 2012 legacy programme, Their Royal Highnesses The Duke and Duchess of Cambridge and The Duke of Sussex launched Coach Core under the umbrella of their newly formed Royal Foundation.

 **After a period of piloting the concept in London, Glasgow and South Wales (2012-15), the decision was made to scale the programme over the next 3 years to take the portfolio to 7 new locations around the UK** and establish a multi stakeholder model involving local employers and strategic partners to bring about true change locally in each site. With demonstrable success and impact, and with the blessing of Their Royal Highnesses, Coach Core began its journey to becoming an independent charity. With substantial funding and support from Sport England and a number of key donors, the team began to lay the foundations for the new charity throughout 2019 whilst also continuing the expansive programme growth to include 7 new sites by 2021.

 **In December 2019, the Coach Core Foundation was granted charitable status and we became operational on 1st April 2020.** We now embark on the next phase of our journey to strengthen our reputation as a key and necessary Apprenticeship programme for the sport development sector and continue to change the lives of young adults, and their communities, for years to come.



## 2012-2021: Our impact to date

**60** apprentices  
**88%** completion rate and **92%**  
going into a positive exit route

Completion rate **90%**  
Exit route success **98%**  
**38,500** coaching sessions  
and **493,500** coaching interactions

Sport England confirm  
£1m funding Sep 2018

Coach Core **Leeds** begins

**2012**

Coach Core London 20 apprentices  
based at Greenhouse Sports

**2014-15**

Coach Core programmes in **Glasgow  
and South Wales** are born all  
targeting NEETs and delivering in  
disadvantaged communities

**2016**

First Coach Core consortium  
established in **Nottingham**

**2017**

Programmes started: **Bristol, Birmingham,  
Devon, Essex, Manchester and Middlesbrough**

**100th** apprentice at Coach Core  
Wales' second programme!

**2018**

**25** programmes  
Royal Foundation agree to transition Coach Core  
from a programme to a charity in its own right

**2019**

**14** sites including new programmes  
in **Derbyshire, Tyne and Wear,  
Berkshire and Leicestershire.**

**2020**

Coach Core Foundation is born!

## Current stats:

**1 in 3**

Do not have English/Maths;  
Are female;  
Live in the top 20 most  
deprived UK areas.

**15**

sites

**40**

programmes

**84%**

completion rate

**84%**

exit route success with  
2 in 3 staying with  
their employer.

# Our Strategy Summary

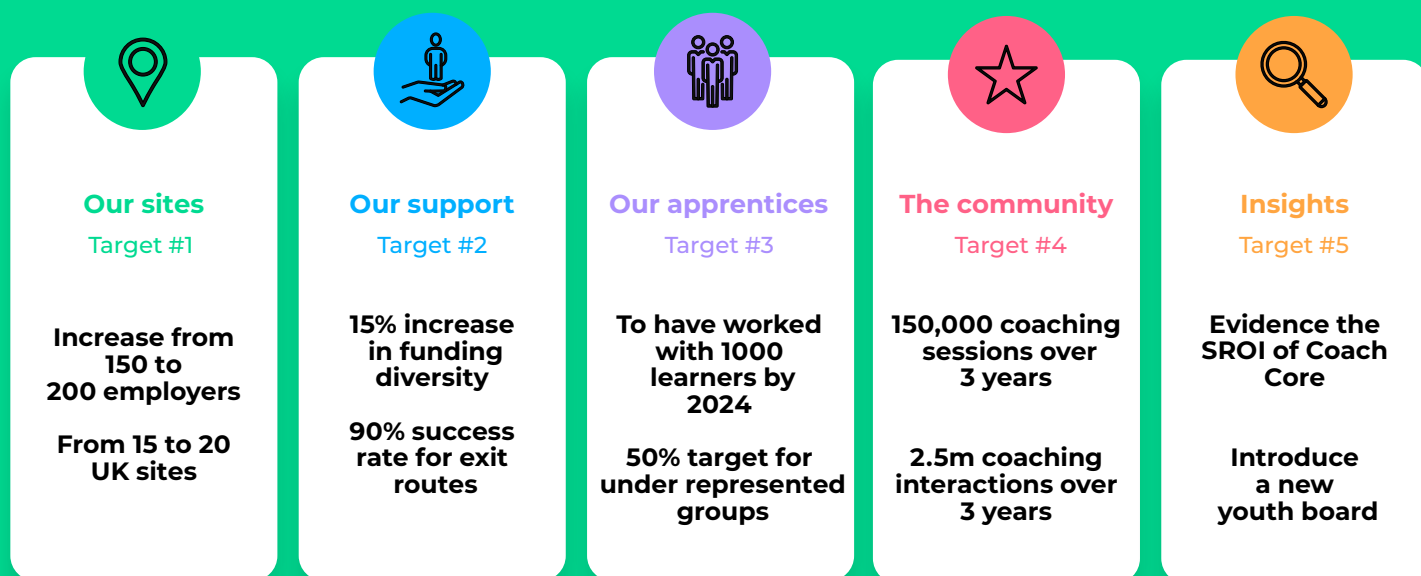
**Our ultimate ambition is to be the gold standard Apprenticeship charity that uses sport to change lives.**

We have taken the learnings from the last 9 years and built on these successes whilst also being honest and ambitious on the things we want to introduce, enhance or amend.

After extensive consultation internally and externally, we have drawn up what we feel is a set of strategy targets that will strengthen the charity, enhance the 'Coach Core offer' and ultimately allow us to impact more people in more communities than ever before.

## 3 year Strategy Summary

Linked to our ongoing objectives, we are placing our targets and ambitions against 5 key fields:



## We will now:

Publish this final version and make it available on all our channels

Report on our progress against our targets as part of our annual report

Commit to shaping and developing this strategy against the needs of our apprentices at any time

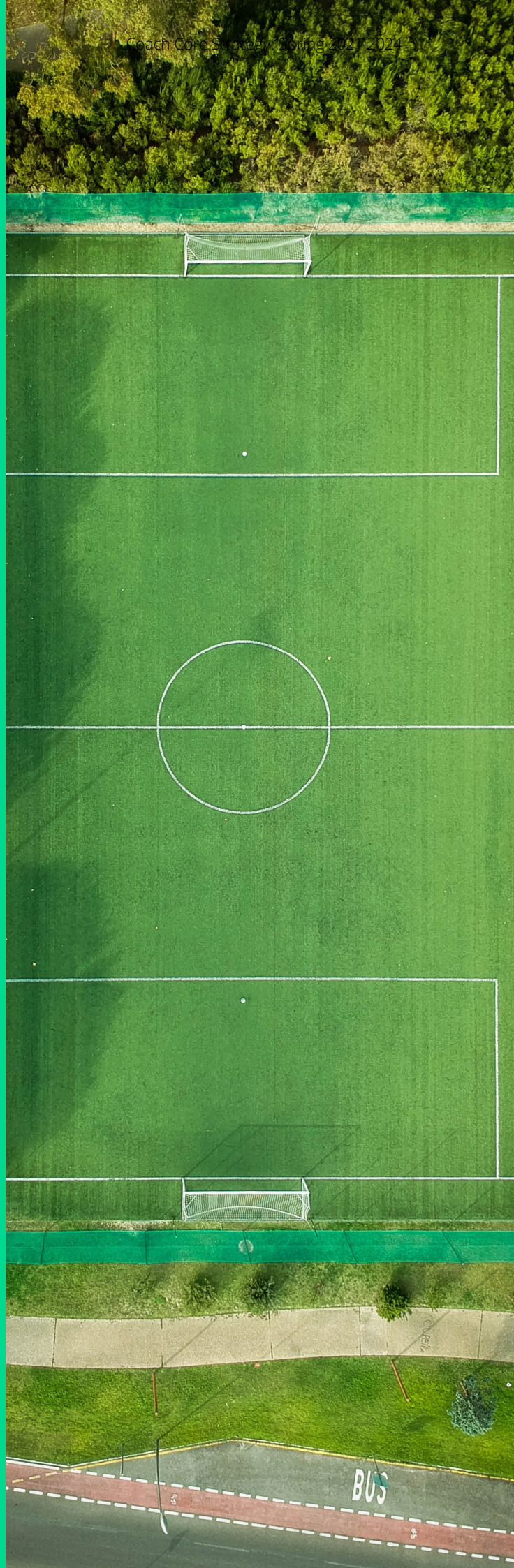




## #1 Area of focus

# Our sites

Currently working in **15 UK cities**,  
our ambition is to expand that to  
**20 sites by Spring 2024.**



## Locations:

Due to the current Covid-19 crisis, we feel our growth should be measured so that we can ensure support to existing sites to the best of our abilities, as well as providing new opportunities to new cities over the next 3 years too. We cross reference statistics linked to youth crime, educational attainment, youth unemployment and physical inactivity in a given city and then work with sector bodies to ascertain the depth of suitable employers operating in that area.

Only then do we progress to the next step. Our current locations are: **London, Nottingham, Essex, Manchester, Birmingham, Plymouth, Middlesbrough, Bristol, Derbyshire, Tyne and Wear, Berkshire, Leeds and Leicestershire.** We also continue to partner with Coach Core Apprenticeship programmes in **Glasgow and Cardiff** that operate autonomously now that the model has been established and has become sustainable.



## Employers:

We wish to increase from **150 to 200** employers by Spring 2024 and will continue to focus on charities/organisations that operate in the sports development sector and physical activity industry

### We feel this is important because:

- a) The sport and physical activity sector is an industry many young adults aspire to work within
- b) The practical nature of the work appeals to those who are active and have a passion for sports and fitness
- c) The sector is growing along with the roles and skills within it and is therefore creating a long term career opportunity for prospective apprentices
- d) The entry requirements for those without academic grades are not as prohibitive as other sectors
- e) The ability to create a 'ripple effect' through the vehicle of community coaching ensures there is a wider impact to this programme, affecting hundreds if not thousands more lives than just those of the apprentices



To identify the right employers in a given area, we work with a variety of National Governing Organisations, sporting National Governing Bodies, fellow charities in the sector from the Sport for Development Coalition and additional informed contacts so that we can build the best possible employer 'consortiums' that can support and develop an apprentice, as well as benefit by having them as part of their workforce strategy. This forms part of our extensive due diligence before we even begin to advertise the opportunity to others. In every Coach Core programme, we aim to provide 20 total places of employment and look to support the learners, and their employers, in ways that are right for all.





## #2 Area of focus

# Our support

FUNDING: We have set an ambitious target of improving our funding growth by **15% over the next 3 years** equating to a fundraising target of **£1m per year**.



## #2 Area of focus

### Our Support

Every Coach Core programme targets learners deemed disadvantaged and/or NEET (not in education, employment or training), and as such, we understand that there is an additional cost to training, developing and supporting apprentices of this nature. However, we firmly believe that once this opportunity is given and talent is unlocked, employers will benefit greatly, so we agree on a co-investment scheme from the outset. The funding of a programme can be summarised as follows:

#### Total programme cost based on 20 apprentices = £300,000 for a 15 month term

Coach Core fundraise a maximum of £100,000 to launch and operate a new programme

Employers collectively invest £100,000 to fund the additional apprentices costs and development

Unlocks £100,000 Government Education funding funding to support the qualification delivery

Coach Core fundraises for any grant that we make to our employers and we will attempt to diversify our supporter group by 15% over the next 3 years to include even more:

- Trusts and Foundations
- Corporate partnerships
- Public sector and lottery funding
- Philanthropists and high net worth individuals

Any commitment to funding a programme is achieved prior to the start of any planning cycle and to a level that is transparent, agreed with all partners from the outset.

#### Steph Houghton - Ambassador

Steph is the England and Manchester City Women's football team captain. She has over 100 caps for England.

"There's lots of amazing people that are involved in Coach Core. I love the fact that we're able to give young people the opportunity to achieve new skills, new qualifications and to give back to the community, and for people to be able to look up to these people – it's very special"





## Long Term change:

We have set a target for **90%+ of all apprentices** to move into full time education/employment once they graduate from Coach Core. Mindful of the multiple barriers our apprentices face, we seek to provide an unparalleled offer of education, skills, experiences and support that ensures they are given the very best chance of success both during and post programme.

We firmly believe in the power of Apprenticeships. For a young adult to gain access to an opportunity where they gain meaningful qualifications, mentoring and support as they accumulate hundreds and thousands of hours of experience, and also earn a salary, means this is a hugely powerful vehicle for all parties. However, we recognise that the young generation of today need to be able to make future employment and education applications really stand out.

As such, we make it our mission to work locally and nationally with our partners to ensure every 15 month programme provides multiple opportunities throughout and keeps learners engaged and motivated too. Critically, this is shaped around each learners individual needs and ambitions and as such, we place equal importance on mentoring and wrap round care so that we can support them to thrive whilst on Coach Core and help prepare them for their next steps once they graduate from the programme.



**Judy Murray - Ambassador**  
Judy is a tennis coach and former British Fed Cup team captain.

“I’m a massive believer in the importance of investing in young people and also a massive believer in how sport can change lives and I think Coach Core allows both of those things to happen, so it’s an absolute pleasure to be involved with you.”



## The Coach Core offer

### 1) The Delivery

Each programme will have a dedicated tutor, working exclusively to support the education and personal needs of their Coach Core learner groups. This means not only delivering the required Apprenticeship content once a week but also then supporting learners in the workplace, driving opportunities for their groups and being a mentor when required.

This is critical as we feel the role of this individual is to build impactful relationships with their team rather than work across a number of case loads.

### 2) The Setting

Many of our learners disengaged with traditional education settings some time ago. Given we are developing community coaches through their apprenticeship we feel the learning should be in a practical and inspiring environment, not just the classroom. We also feel it is key that they are working and delivering in the communities they know and want to give back to and so we ensure that this takes place from the outset.

### 4) The Opportunity

It is not just the education that impacts our apprentices; it is the ability to build powerful peer networks and forge a reputation for themselves within the sector. Given the extent of the number of local and national Coach Core events, training courses and workshops we provide, this builds very quickly for those that are proactive and keen to develop. The emphasis we place on mentoring and personal support also has huge impact on their chances of success and for them to go on and become confident, resilient and engaging young employees and community role models.

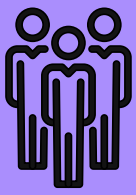
### 3) The Content

As mentioned previously, we work continually with the local and national partners to ensure that the education and development opportunities are meaningful, plentiful, and accessible for all our learners throughout their time on Coach Core. We make a commitment to the minimum they can expect on every programme and then engage with our partners frequently to add to this offer throughout the 15 months.

### 5) The Expertise

The Coach Core team are dedicated to the ongoing support of our apprentices and the employers too. With great experience and connections both from us directly and from the key connected partners we work with, all parties can call upon us to help provide guidance and advice beyond the formal offer of a Coach Core programme. It is not just the apprentices that benefit from the consortium way of working as the employer teams can also access this support as well as benefitting from being an active part of the network too.

**It is also important to mention our dedication to shaping that next step for them after Coach Core. We work closely with every individual, their employer and the consortium to find education and/or employment right for them once they have completed the programme.**



## #3 Area of focus

# Our apprentices

We have an ambitious target of doubling our total apprentice intake from just under **600 to 1000 by Spring 2024**. We also want to increase our focus on who these young people are, taking our target groups of Women, Black and Minority Ethnic and those living in the top 20 most deprived UK wards to a minimum of 50% in each category.





## #3 Area of focus

### Our apprentices

#### Step 1 - How we target

We want the Coach Core offer and opportunity to go to those young adults who need this the most. In the current climate, we feel this ultimately applies to an even greater population of 16-24 year olds than ever before but for us, the key criteria will be:



Living in or around the communities most in need of employment, education and community sports provision.




Must be NEET and not have any prior qualifications higher than A-Level or Level 3 apprenticeship



Must not have a criminal conviction involving children but other offences taken case by case

Beyond this, the Coach Core Foundation will also be focusing its strategy in driving even greater recruitment/support of some of society's most marginalised groups: Women, Black and Minority Ethnic, those living with disability and/or learning barriers and those that have faced difficulty in accessing education previously.



"I really want to be a PE Teacher, so I hope to take the skills I've gained from Coach Core and go to university so I can get a degree to further my career in teaching young people"

**Rashane,  
Coach Core Apprentice**





## **We gain sight of these young adults, or ‘talent’ as we refer to them, by working with the following 3 key groups:**

### **1) Internally identified**

All employers we work with must have community facing schemes to help form the apprentice's deployment hours. As such they will usually have sight of existing talent as older participants or volunteers. Who better to live and breathe their values than one of their own?!

### **2) Connected partners**

We work continually with a number of partners across the sports development sector who are doing the amazing hard yards turning lives round. With this known pipeline of talent in place, we simply provide a strong exit route onto our programme.

### **3) Targeted support**

Increasingly, Coach Core is working with even greater numbers of local and national charities and organisations that are supporting the social and personal development of a young adult (job centres, addiction services, etc). If the time and circumstances are right for the individual, they too can be referred.

As mentioned previously, for every Coach Core programme, we aim to create placements for 20 young people supplied by the employer consortium partners. Working with these 3 key groups, we will then advertise the opportunity for a fixed period of time, collating applications from the potential candidates into one central register.

However, we typically attract far more applications than available places and so once the advertisement period ends, we will then look to work with the consortium and the training provider to move to the next crucial phase - recruitment.

## Step 2 - Recruitment



### The recruitment event

Typically, this is a 2 day physical event that brings together all candidates with prospective employers so that the candidates can understand more about the programme, ask questions, and showcase their talents in the best possible way. In current climate, we have begun to move this to digital ways of working, based around the needs of the group. Regardless, we understand they may not have the most extensive experience or qualification history and/or the confidence to talk about their journey to date and so we find these practical, interactive days address many of these issues and allow them to demonstrate their abilities and passion in very different ways.

From the onset, and throughout recruitment we insist on total transparency and open conversations both from the young people and the employers alike. This ensures a robust and informed decision making and selection process can take place, yielding the best possible chances of success for all.



### The preparation

As per the previous section, employer partners are required to provide education, training and/or development opportunities, not just for their own apprentice/s but for the wider group too. However, we also request that they, along with the connected partner network, provide a menu of opportunities for any candidate who is unsuccessful at the recruitment event. This could include volunteering opportunities, training courses and/or leadership programmes.



### The selection

Based on the outcomes of the event itself, the consortium will make the selection of apprentice/s. There must be a collective agreement that suits all parties and critically, also takes into account the needs and circumstances of the individual candidate too (geography, sporting passions, background, etc). If more than one employer wishes to take on the same individual, we let that young person make the decision that is right for them. Once this is complete, and the final group is established, they are registered with the training provider and prepared for their onboarding. The unsuccessful candidates are talked through the options available to them as per the first phase of recruitment.



#4 Area of focus

# The Community

By engaging with 'community facing' sports and physical activity employers, we can guarantee a ripple effect in targeted areas that need this provision most.

We have a **3-year target of 150,000 coaching sessions and 2.5 million coaching** interactions during this time which will result in huge, long term benefits for all involved.



## #4 Area of focus

### The community

#### Their time on the programme

Once an apprentice has been selected, they are onboarded into the business by their employers and onto the Coach Core programme via their tutor. We instill the values of all parties and the expectations we have of them as apprentices, employees and as community role models from the outset.

They will be supported from day one by dedicated mentors and key individuals all working towards the wellbeing and progression of that apprentice, professionally and personally. As their confidence, experience and skillsets grow, they will become integrated further and further into their employers business operations as well as working on wider projects and events generated by the consortium and the Coach Core network.

This will also see a shift from their ability to simply assist and support a lead coach through to leading the sessions themselves. Through the monthly reports submitted by each organisation we are able to track the total number of coaching sessions each Coach Core apprentice is part of as well as the total number of participants in each session (which is what we deem 'an interaction')



"Over the last few years, we have taken on 10 apprentices through Coach Core, which has allowed us to have a bigger reach within our community projects.

Due to the apprentices developing a broad range of skills and accessing many experiences through the partnership model, many of them have entered employment with us on the conclusion of their apprenticeship programme".

**Liam Watson, Middlesbrough  
Football Club Foundation**

In a single year,  
10 programmes  
provided:

**33,000**  
coaching sessions

with

**670,000**  
interactions.



## The Coach Core Legacy

### The community impact:

As part of the Apprenticeship, there is an element of creating and implementing their own coaching/physical activity programmes and events for the local community. These range from stand-alone sports days and fundraising campaigns, through to additional coaching sessions developed by the apprentice. In some instances, these sessions and events continue even after the apprentice has left, leaving an indelible mark on the beneficiaries and the local community.

### Their next steps:

In 2019, **2 in 3 apprentices remain engaged with their employer and the high majority stay within the sports coaching world.** A huge factor in this success:

**A)** Our insistence on the learning and development of skills and experiences outside of simply coaching so they gain a real depth of sector understanding.

**B)** The ability to shape outcomes and exit routes that are right for each young person thanks to the tutor-mentor model we utilise.

This means that those employers and the schools, clubs and projects they work with, all benefit from the ongoing impact this now graduate apprentice will have over the months and years ahead.

### The next generation:

With the Coach Core model seeking to continue working in the same locations for long lasting change, it is not uncommon for many of the graduates to stay involved with the programme and help mentor the next cohort of apprentices coming through. We have some examples of previous apprentices now line managing and leading groups of new apprentices, helping to further mould and shape their development in even greater ways than seen before. Regardless, a key part of our insistence with any new programme is that the consortium all buy in to the individual learner journey pre, during, and post Coach Core so that we can create these lasting effects.

#### **Max Whitlock - Ambassador**

**Max won both the men's floor and pommel horse gold medals at the 2016 Summer Olympics. He is the most successful gymnast in the nation's history.**

"I think the power of Coach Core is giving people a good start. You can't ask for more than that when you're young. To kickstart you off with Coach Core – what they can provide you in terms of skillset, in terms of experience, in terms of qualification – is absolutely perfect to springboard people into a successful future. That is hugely, hugely powerful and something that I love about Coach Core".





## #5 Area of focus

# Insight

We are proud of the impact that Coach Core has had on the apprentices, employers, and local communities to date. We feel that because we are addressing several needs for a number of individuals, we have a powerful platform of to really tackle some of the key challenges facing young adults and society at present. However, we want to improve and enhance how we are tracking and evidencing that success plus amplify and diversify the voices that are helping us shape the future ways of working.



## #5 Area of focus

### Insight

### Currently we are capturing:



**Who the apprentices are**



**Their start point in terms of qualifications (particularly Mathematics and English grades (if any))**



**What they achieve on the programme – education/key CPD**



**The number of coaching sessions they assist or lead**



**The number of participants in each session (that we accumulate as 'total interactions')**



**Those that complete the programme**



**Those that go on to full time education and/or employment within 6 months**



**Feedback to help shape future programmes from apprentices and employers.**



## What we intend on capturing over the next 3 years and how we intend to do this:



### 1) Greater voice and feedback from young people

We will be creating our first youth board from 2021 that will:

- Be initially made up of 10 members (rising to 12), a blend of Coach Core apprentices, graduates and young people from outside the Coach Core programmes to ensure additional perspective too
- Meet quarterly to discuss key policy and talking points in society and specifically to the charity that help us shape our offer and strategic direction in a number of ways
- Support the charity to work with even more young people through campaigns, events, and mentoring schemes
- Receive access to further training and development as well as the opportunity to further their own networks through formal recognition of their role, attending events, etc
- Be subject to the rights and protection afforded to any charity trustee
- Be reviewed annually to ensure new voices and new opportunities are provided to others too.
- Help the wider sector by boosting greater numbers of young, diverse trustee board members of tomorrow



### 2) Tracking our 'SROI' – Social Return On Investment.

We need to understand better the economic impact the programme is having in much greater depth. By creating jobs, moving learners successfully through an education programme and providing much needed sport and physical activity to the local community, there is a strong economic outcome attached to each Coach Core apprentice versus them being unemployed, inactive, potentially at risk of offending and/or require intervention from the welfare state.

Our intention is to engage with organisations and services that can assist us tracking and measuring the SROI of each apprentice and therefore demonstrate the power of our work. By doing so, we hope this will leverage more future support for our work.



## Closing statements



**Ed Wray**  
**Chairman of Coach**  
**Core Foundation**

Coach Core launched 9 years ago, as a legacy project of the London 2012 Olympics. Since then, in 15 locations throughout the United Kingdom, we have used the power of sport to enable hundreds of young people to transform their life prospects. From being “NEET” (not in education, employment or training) to having recognised qualifications and a career.

Over 30% of our apprentices come from the top 20% most deprived areas in the country. Many of them don’t have basic Maths and English skills when they join us. And yet Coach Core’s successful rate of completion is around 84%, a rate that is tens of percentage points higher than the average apprentice completion rate in the country. But it isn’t just our apprentices who benefit.

Each year they deliver tens of thousands of coaching sessions in their communities with hundreds of thousands of coaching interactions.

This in turn gives rise to even greater local participation in sport, with all of the positive outcomes that are well known to be associated with higher participation levels. Success really does breed success. Over the past 9 years, Coach Core has proved itself to be a world class apprenticeship programme. It offers huge opportunities for young people and strengthens communities. We are very proud of what we have achieved so far but have ambitious plans to expand even further. As the country recovers in a post pandemic world our work been has never been more important.

**We hope we can count  
on your support!**



“Coach Core started at The Royal Foundation and over the last 9 years has brought huge opportunities to young people and communities across the UK. This year, Coach Core apprentices have innovated and persevered in the face of a global pandemic to find new ways to coach and keep grassroots sports going, and I am so proud of what they have achieved.”

**His Royal Highness,  
The Duke of Cambridge**

Coach Core would like to thank our supporters for all their time and generosity. Without you, our work would simply not be possible.

If you are interested in supporting Coach Core, thank you!

By supporting us today you can help more young people access meaningful education and employment and improve their future prospects.

To see how your gift can change the lives of young people, please get in touch with Claire, our Head of Development, via [claire.webb@coachcore.org.uk](mailto:claire.webb@coachcore.org.uk).



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**Chairman:** Edward Wray

**Trustees:** Huw Edwards, Heather Frankham, Dermot Heffernan, Stephen Mitchell, Andrew Thomas, Eboni Usoro-Brown, Victoria Wickenden



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Coach Core Foundation, registered charity in England and Wales (1186782)

A programme of The Royal Foundation 2012-2020 and an operational, independent charity on 1st April 2020.