



COACH CORE FOUNDATION

(Charity number – England and Wales: 1186782)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 MARCH 2021

COACH CORE FOUNDATION

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TRUSTEES' ANNUAL REPORT
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Trustees statement

The Trustees present their annual report and the financial statements for the period ended 31 March 2021. The accounts have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the constitution, the Charities Act 2011 and 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).

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. These objectives fall under the purposes defined by the Charities Act 2011.

The Charity was registered with the Charity Commission on 5th December 2019 so whilst these financial statements are for the period ended 31st March 2021 the Charity was only active from 1st April 2020. As a result the Trustee Report will make reference to "the year" when reporting on its activities and performance.

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Introducing Coach Core

Coach Core is a social mobility charity that uses sport and Apprenticeships to truly change the lives and future prospects of young adults living and working in challenging areas.

- We use Level 2 and Level 3 Apprenticeships to allow an accessible way for disadvantaged 16–25-year-olds to bridge the gap back into full time employment and education.
- Rather than short term intervention; we train and develop our young people over the course of 12-18 months, placing equal emphasis on mentoring and personal support, as well as their professional development, given the additional challenges they may need to overcome.
- We train our apprentices as community sports coaches so they can:
 - a) Enter a sector (sport for development/coaching) they feel passionate about, and allows them to grow in an environment that involves blended learning and peer support throughout,
 - b) Become local role models that positively impact and influence their wider communities through the coaching and physical activity they provide,
 - c) gain meaningful qualifications, experiences and transferable skills that will allow them to truly enhance their future life chances, in a career journey that is right for them (even if that becomes a pathway that is out of the sport for development/coaching sector).

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

Unlike the traditional approach to Apprenticeships, we combine a number of employers, training providers, and connected services to form powerful local, collaborative networks that ultimately lead to more opportunities, for all parties, for the long term.

Our values	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: 2021 – 2024

- 1) We will use the long-term power of sport and Apprenticeships to continue changing the lives of young adults who traditionally may experience barriers, discrimination, and lack of opportunities.
- 2) We will continue to create a powerful, measurable ripple effect of positive change in challenging communities, through high quality sport/physical activity delivery by relatable young role models.
- 3) We will build even greater collaborative networks of the right employers and supporting partners to drive true change and impact for all.

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- 4) We will manage and protect the charity and its beneficiaries through the best possible governance, fundraising strategies and by continuing to elevate our profile.
- 5) We will continue to build a team and board of diverse backgrounds and opinions.

The ultimate ambition is always to support a young person to 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.

Our journey so far

2012: Formed in response to the 2011 London riots, the Centre for Social Justice released the 'More Than a Game' paper, demonstrating young people from challenging backgrounds and/or marginalised groups, will find significantly more barriers to future life chances than their peers. With the London 2012 Olympic Games on the horizon, Their Royal Highnesses, The Duke and Duchess of Cambridge and Prince Harry, wanted to use their newly formed Royal Foundation to harness the power of sport to address this issue.

However, rather than simply provide more coaching sessions, volunteering hours or perhaps even some basic training that was prevalent at the time, the vision was that this was a real opportunity to use the positivity of the Olympic Games, and the vehicle of sport, to bring about the long-term change required to address the issues highlighted in these findings.

In July 2012, Coach Core officially launched. Working with the Greenhouse Charity, we:

- Created 20 places of employment, giving the charity a new, exciting, diverse young workforce.
- Created an Apprenticeship never seen before that took a standard sports coaching apprenticeship but enhancing this to provide a strong emphasis on mentoring, support and cross-sport working to ultimately enable a more resilient, confident, and impactful young learner.
- Deployed them full-time, for 18 months, into their local community (via schools and clubs in some of London's most challenging boroughs) creating a powerful ripple effect on the people around them.

2013-2015: With the build up to the 2014 Commonwealth Games well under way and seeking to address declining participation numbers in rugby union across South Wales, Coach Core expanded to two further pilot sites with **Glasgow Sport** and the **Welsh Rugby Union** respectively.

2015: With the concept proven, and the success rates already well above national average, the decision was made by Their Royal Highnesses to scale the programme to 10 cities across the UK. Critically, after careful consultation, the model of working moved from single employers to the consortium way of working to involve multiple stakeholders and ultimately enhance the offer and support we could give to an apprentice.

2015-2018: New consortium led programme sites launched in **Nottingham, Essex, Birmingham, Manchester, Devon, Middlesbrough, and Bristol.**

2018: After demonstrating the multiple outcomes and impact of the project, critically sustaining the high levels of success rates for our apprentices, Coach Core was able to attract its first significant funding agreement with Sport England. Combined with the demand for the programme nationally, this enabled The Royal Foundation to begin the process of preparing Coach Core for independence. Glasgow and Wales based sites also now operate autonomously but remain under the Coach Core umbrella to create reciprocal, collaborative ways of working to ultimately benefit our young people.

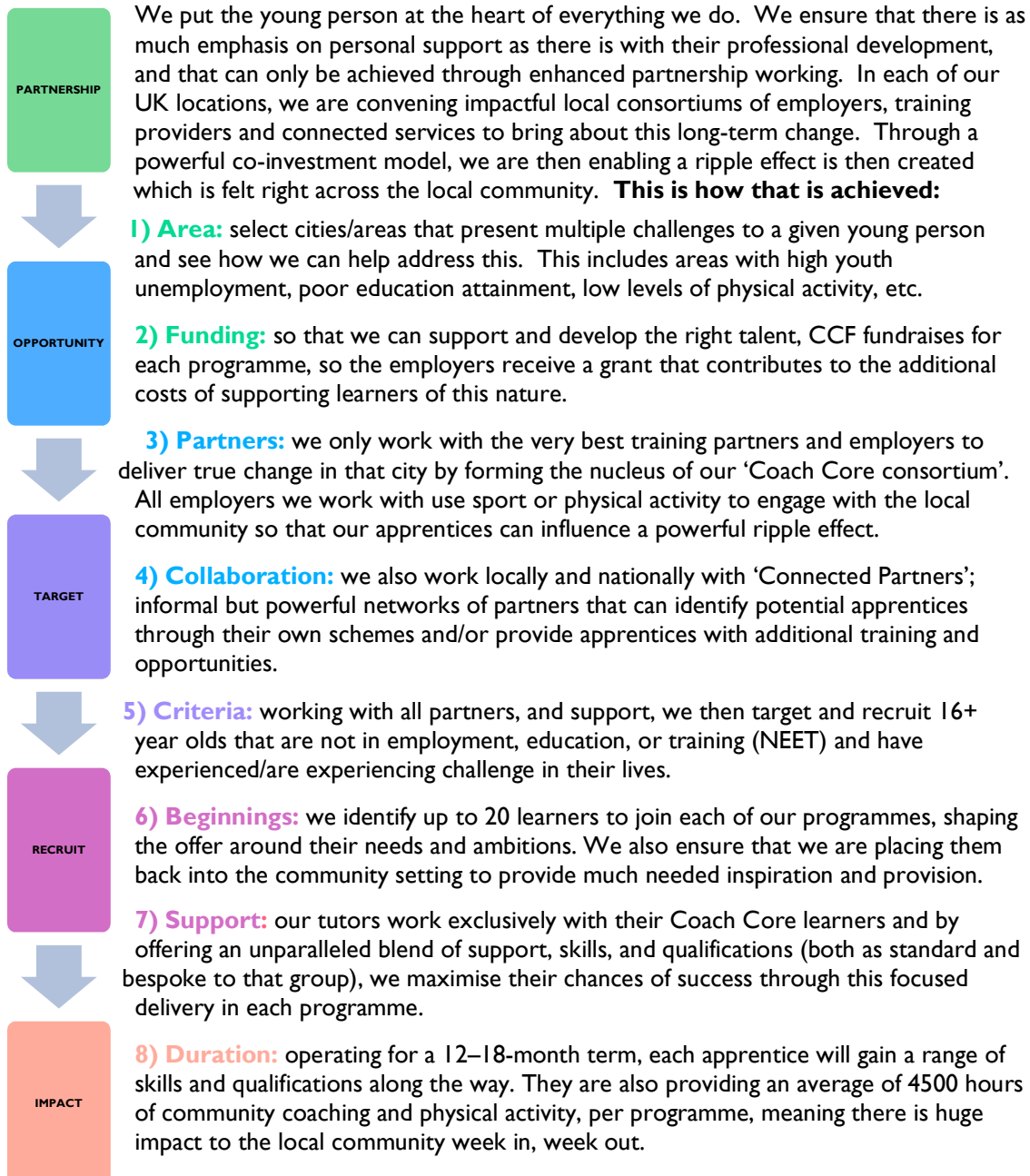
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2019: New sites established in **Derby, Tyne and Wear, Berkshire,** and **Leicester**. Charitable status established in December 2019.

2020: 1st April 2020 – The Coach Core Foundation (CCF from here on in) becomes operational. Coach Core **Leeds** launched November 2020 and in **early 2021**, we launched our new 3-year strategy demonstrating our vision to ultimately bring the Coach Core offer to more young people than ever before and further strengthen the charity itself throughout this time.

How we work



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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.

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.

Our year in numbers

SITES AND PROGRAMMES

6 new programmes launched between 1st April 2020 and 31st March 2021:

Site	Programme #	Qualification
BRISTOL	Programme #3	Community Activator Level 2 Apprenticeship
SOUTH WALES	Programme #6	Level 3 NVQ in Sports Development
LEEDS	Programme #1	Community Activator Level 2 Apprenticeship
MIDDLESBROUGH	Programme #3	Community Activator Level 2 Apprenticeship
LONDON	Programme #5	Community Activator Level 2 Apprenticeship
ESSEX	Programme #4	Community Activator Level 2 Apprenticeship

Total number of sites July 2012 to 31st March 2021 = 15

Total number of programmes July 2012 to 31st March 2021 = 41

EMPLOYERS AND APPRENTICES

Existing programmes

(Programmes launched prior to 1st April 2020 but with apprentices still in learning and/or moving through assessment to 31st March 2021):

43 employers as of 1st April 2020, employing **136 apprentices:**

BRISTOL - 14 apprentices (Feb19-May20)	SOUTH WALES - 12 apprentices (Sep 19-Aug20)
GLASGOW - 12 apprentices (Sep 19-Aug20)	MANCHESTER - 17 apprentices (Sep 19-Jun21)
DERBYSHIRE - 18 apprentices (Sep19-Jun21)	TYNE&WEAR - 18 apprentices (Sep19-Jun21)
BERKSHIRE - 11 apprentices (Oct19-Jul21)	LEICESTER - 18 apprentices (Feb20-)

New programmes launched after 1st April 2021: 16 employers / 85 apprentices:

BRISTOL - 14 apprentices (Sep20-)	SOUTH WALES - 12 apprentices (Sep20-)
LEEDS - 11 apprentices (Nov20-)	MIDDLESBROUGH - 18 apprentices (Nov20-)
LONDON - 15 apprentices (Nov20-)	ESSEX - 15 apprentices (Jan21-)

Total number of apprentices July 2012 to 31st March 2021 = 653

Total number of employers July 2012 to 31st March 2021 = 168

Prior to Covid, Coach Core had a completion rate of **91.3%**. This is deemed apprentices that start the programme, going on to graduate Coach Core. However, with redundancies, furlough and delays to programmes, the completion rate across 1st April 2020 to 31st March 2021 reduced significantly to **71%**. The charity now sits at a current completion rate of **86.4%**. National apprenticeship achievement average, for intermediate qualifications, currently sits at **64%¹**.

Those going into full time education and employment also dipped significantly, with pre Covid rates at **90%** and current data showing **75%** success rate. This forms a major focus for our new strategy (pg. 7).

APPRENTICE DEMOGRAPHICS

Female apprentices currently on programme: 27% (versus 28% since 2012 to date)

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Age split for all current programmes: 44% 16-18yo ; 56% 19+

There is a telling shift of employer trend, Pre Covid, of 57% and 43% respectively.

Functional skills rates have increased from 38% to 46%

We hope to be able to report on our BAME, disability, deprivation and carer data later this year.

COACHING REACH			
	1 st April 20 – 31 st March 21	1 st April 19 – 31 st March 20	2012 - current
Coaching sessions	1,991	34,964	123,690
Coaching interactions	46,232	581,932	2,058,391

Reflections on the year

Gaining independence

The 1st of April 2020 was a momentous day for the charity. After nearly 8 years as an ever-growing programme of The Royal Foundation, and with support from Their Royal Highnesses, the charity began its journey as a stand-alone charity. However, whilst we immediately had to pivot our operations and approach to support our young people through the beginnings of the Covid-19 pandemic in the UK, we also wanted to ensure that we continued to strive forwards with the transition plans to strengthen and safeguard the Foundation. This included:

- Full review of our existing policies and implementation of new Covid-19 led policy and procedures,
- Recruitment of our first ever dedicated development and digital leads, and in early 2021, a new head of education to ultimately enhance our offer to our young people and employers,
- Reshaping roles of existing staff to reflect their expertise and ambitions alongside that of the charity,
- Introducing 5 new trustees in the summer of 2020, including experience and expertise linked to safeguarding, finance and legal counsel,
- Establishing our new head office at The Oval Cricket Ground,
- Creation of our first strategy, released Spring 2021 (see below),
- Increasing presence on key sector workforce and young people boards and advisory groups.

Covid-19

As we started our journey on the 1st April, the pandemic was starting to spread across the UK. This meant for the Coach Core team, that instead of supporting our apprentices with their coaching development, personal progression and helping them drive forwards with their career goals, we had review and reshape that support to become a triage service that gave guidance, opportunities and mentoring where possible. With most Coach Core employers being a charity and/or small-medium sized organisations, community coaching and schools-based contract work grew ever more challenging and thus placed the apprentices, and their roles, at severe risk. Indeed, our two surveys in 2020 and 2021 demonstrated the impact Covid19 had on our apprentice and employers' teams both in terms of the feelings and reflections at the time, but also with their collective opinions on what they felt the pandemic would have on their long term prospects too².

By having our team further upskill and educate themselves on funding available, amendments to apprenticeship and employment laws and sourcing additional training and opportunities throughout this time, we were able to also provide support to our employers too. We feel our role as a convener and collaborative body was truly enhanced during this period, as we engaged with national governing organisations, bodies, training providers and other key supporters to collectively offer as

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much professional and personal support as we could. We also took the step to work with existing funders and supporters to create a CCF Covid19 relief fund that our employers could access to ensure we safeguarded the employment positions of our apprentices if those organisations needed it.

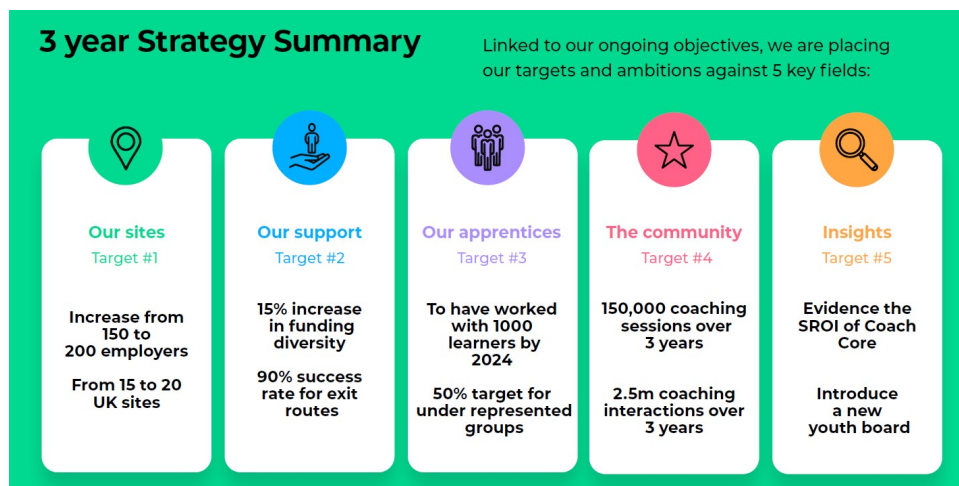
We also, like many, realized the true potential of digital engagement as a way of providing mentoring, education and simply being a platform where people could talk and be heard. This has been an incredibly powerful piece of learning for the charity and now serves to enhance our offer for the long term too.

Strategy 2021-2024

At the end of our financial period (March 2021), and 12 months on from the pandemic beginnings, the general employment market had begun to stabilise, but there was a marked disproportion of young people (16-24) facing unemployment and limited opportunities. The national unemployment rate across all age groups at this time stood at 4.9%, but amongst 16-24's, this number inflated to 14.3%³. A report from The Princes Trust⁴ also showed that if an individual is from a marginalized group and/or does not have any qualifications, they will face even greater prospective hardship. This research showed the decline in working hours for young people with no qualifications (34%) was five times higher versus those educated to degree level (7%), plus the decline in working hours among Black young people was three times greater than that of their White peers (49% versus 16%).

Therefore we know that Coach Core is needed now more than ever.

In early 2021, we consulted all our staff, trustees and several young people and employers to understand exactly what the charity should look like moving forwards and what we collectively felt were ambitious targets to ultimately bring the Coach Core offer to more young people than ever before. This was very well received on its launch in Spring 2021 and provides an exciting, clear set of targets for the charity over the next 3 years. This includes:



The strategy targets were subsequently placed in all key recruitment and staff literature, on our website and displayed in our head office. It is our intention to review these targets at trustee board meetings, staff appraisals and report back on our progress in transparent fashion in these future

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annual reports.

We are also committed to readjusting our targets should this be required and will be agreed with the trustee board.

You can read more about our strategy via the link below:

<https://coachcore.org.uk/our-stories/coach-core-launch-our-strategy-for-2021-2024/>

Youth Board

Given the landscape described previously, we felt the establishment of a Youth Board should be a key priority for our team. We wanted to provide an opportunity whereby:

- *Coach Core Foundation would gain important insight and opinion from young people whilst also creating trustees for the future*
- *The young people would gain ongoing training, mentoring and opportunities from the charity so that we can continue to progress their career development and aspirations.*

Undergoing a formal recruitment and interview process, 10 young people were confirmed in January 2021 with eight positions filled by Coach Core graduates, and two further places taken by young people who positions filled by young people who have not been through our programmes. This was a predetermined decision so that we can gain independent views from those young people and help provide this opportunity to the wider sector.

Moving forwards, we will renew our Youth Board annually, with a 'rotating Chair' to be elected in 2022 that will then gain a presence on the main Coach Core Foundation trustee board thereafter. This progression route gives these individuals exposure and development with the workings of a charity trustee board, but also ensures that any plans we have for the charity will have the voice of our Youth Board as part of that process.

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2021-2022 Strategic Focus

Building on the above, this year we will:

- Launch three new sites in Sussex, Surrey, and Doncaster, all of which will undertake the Level 2 Community Activator Coach qualification (Sep/Oct 21).
- Launch a first ever Level 3 programme to provide a progression route from the Level 2. This will be piloted with our Northumberland-Tyne and Wear team in October 2021.
- Strengthen our strategic partnership working with organisations who can assist Coach Core with the targeting, recruiting and ongoing support of even more disadvantaged young people.
- Enhance the data and insight we can capture through even greater partnership working and the use of even more robust data collection methods. This is to not only better our understanding of our young people and programmes, but also the wider impact their employment, development, and coaching provides to society.
- Introduce an Education Panel that shares the learning and ambitions of Coach Core with the wider sector so that there is even greater collaboration and collective impact for all.
- Introduce the 3-year strategy into the staff appraisal process so that we can review their contribution and feedback as we collectively work towards realising our strategic goals.

For the first time since our launch in 2012, our success rates dipped below 90% due to Covid so this will be a priority focus to put in place the measures and support that see this rise once more.

Case Study Ash, Coach Core Essex 2019

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 many 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".

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Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th December 2019 (Charity no. 1186782). Coach Core is registered to operate throughout England, Wales, Northern Ireland, and Scotland and became an operational organisation on 1st April 2020.

Charitable objects

The objects of the Foundation are for the benefit of the public:

- a) to promote community participation in healthy recreation,
- b) to promote community particularly, but with limitation by, supporting children and young adults to obtain qualifications relating to sports coaching.

Trustees

The charity was established in 2019 with the mandatory three trustees, and this was added to with five further trustee appointments in the summer of 2020. The trustees are responsible for overseeing the management of all the affairs of the Coach Core Foundation, and delegate day-to-day management of the organisation to the Chief Executive. The trustees make decisions in accordance with the provisions of the Charities Act 2011. The board meets at least four times a year.

The trustee board, serving across this financial period and up to the date of the signature of the financial statements, are:

Ed Wray (Chairman)	December 2019
Heather Frankham	December 2019
Stephen Mitchell	December 2019
Dermot Heffernan (Treasurer)	August 2020
Huw Edwards	August 2020
Andrew Thomas	August 2020
Eboni Usoro-Brown	August 2020
Victoria Wickenden	August 2020

Senior management team / employed staff members

Currently, the senior management team comprises of:

Gary Laybourne	Chief Executive Officer
Claire Webb	Head of Development (appointed June 2020)

As of 31st March 2021, The Coach Core Foundation employs a total of 7 staff.

Registered address	Independent Auditor	Principal Bankers
The Oval Cricket Ground, Kennington Oval, London SE11 5SS.	HW Fisher LLP Acre House 11-15 William Road London NW1 3ER	Barclays Bank Plc Registered at: 13 Artillery Row, London SW1P 1RH

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Diversity and inclusion

CCF is committed to equality and diversity and to ensuring a positive, safe, and respectful environment which promotes the wellbeing and dignity of our employees, partners, suppliers, and those whose interests we represent.

We aim to promote equality of opportunity and diversity and to tackle any forms of discrimination, harassment or bullying within our working environment, whether on grounds of race, gender, sexual orientation, gender re-assignment, disability, age, class, religion, or belief.

These principles underpin our professional behaviour and are embedded in our policies, procedures, day-to-day practices, and external relationships.

We strive to:

- *Ensure a safe and respectful environment that promotes equality of opportunity and works positively and productively with difference.*
- *Promote behaviours consistent with these values and to challenge and take the necessary steps to eliminate inconsistent behaviours.*
- *Ensure that our employment policies are fair and robust and that our workforce is representative of the community in which we work.*
- *Promote personal growth and development, taking account of and building on diversity as a strength and something that requires continual reflection and updating of knowledge.*
- *Regularly review our policy and practice ensuring this evolves in a proactive and relevant manner.*
- *Commit to a formal safeguarding and risk trustee within our board members as part of our everyday governance so that we have the required independent expert review, advice and guidance linked to our practice and conduct.*
- *Ensuring that staff and beneficiaries of our work have the ability to report any concerns or incidents if they feel there has been/is a deviation from these principles.*

For young people, we remain committed to:

- *making the Coach Core offer available to any young person to the very best of our abilities,*
- *providing safe, equitable and positive environments so that they might thrive and progress if successful obtaining a place on the programme,*
- *taking a zero tolerance approach to discrimination of any kind whilst on a Coach Core programme,*
- *taking a proactive approach to integration and education with all our teams.*

The CCF Equality and Diversity policy is available on request.

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Charity Governance Code

The Foundation is committed to align with the key guidance and recommendations linked to the 7 principles of Charity Governance. A summary of our progress against those aims are as follows:

- 1) **Organisational purpose:** The board agrees to the charity's aims, ensuring there is the required, ongoing review to ensure the effectiveness and suitability of these aims and ambitions.
- 2) **Leadership:** The board is held accountable and reviewed ongoing to ensure the ethos, values and effectiveness of leadership align with that of the charity.
- 3) **Integrity:** All board members undergo a rigorous recruitment process to ensure their integrity, skillsets, and reasons to engage align to the ethos, values and culture of the Foundation, and its charitable purposes. The board accepts their conduct/interactions with Coach Core has a bearing on its operations and/or the public perception/trust in the charity.
- 4) **Decision making, risk and control:** The charity has an established risk register, as well as a number of associated other key policies and processes linked to this matter. The board and the senior management team are held to account and regular review, to ensure that all decision making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment systems and processes are properly established and monitored.
- 5) **Board effectiveness:** The board meet quarterly (at minimum) and have established lines of communication as a trustee team, and with the senior management team. Positions on the board blend the appropriate balance of skills, experiences, and insight, so that the Foundation can be in a position to make as effective and informed decisions as possible.
- 6) **Equality, Diversity and Inclusion:** The board strives to have representation from a diverse group of individuals so that they may provide balanced and wide ranging insight at all times. Linked to this commitment, in Spring 2020, the Foundation engaged with an external, expert organisation ([Perrett Laver](#)) to review and enhance the diversity of our trustee board. We now commit to regular, ongoing review as to the demographic of our board members and/or when new board positions become available.
- 7) **Openness and Accountability:** The Foundation, namely its board and staff, always commit to openness and accountability.

Youth Board: To ensure we are also gaining the insight and experiences of the people we represent, and building on the learning from the Perrett Laver – Trustee Board recruitment process, we were able to conduct a formal recruitment process to establish a Youth Board comprising of:

- 5 males, 5 females; three are non White-British, two have disabilities, and age range of its members on day of establishment were from 17 to 28 years old.
- Location of the 2021-22 individuals: Basildon, Birmingham, East London, Glasgow, Leeds, Nottingham, Plymouth, Salford, Southend, and Stockport.

Internal insight: As part of our team restructure, a National Partnerships Manager role was established to review and enhance the organisations and services Coach Core work with to better:

- Further understand the needs of its young people, and their local communities,
- Respond to those needs with even greater support, guidance, and development,
- Create formal ways of working that give the charity and/or its young people, the expertise and insight required on elements linked to social, physical, or mental disadvantage/challenge,
- Enhance the targeting of the right young people that align to the Coach Core ethos,
- Support our employers by upskilling, connecting or simply providing guidance to their organisations where possible, so that they in turn, may understand and support the needs of apprentices who may present challenge, require adapted provision, etc.

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Safeguarding

The safety and safeguarding of CCF as a charitable entity and its people (namely staff, trustee board, apprentices, employers, and all other connected individuals), is paramount to the Foundation.

Screening and training: the Foundation will undertake the ongoing following responsibilities:

- We will ensure staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. This includes:
 - CCF employed staff: undergo an annual enhanced DBS check and safeguarding training every 3 years
 - CCF trustee board members, contractors, volunteers: undergo a basic DBS check.
 - There will be two qualified Designated Safeguarding Leads at any one time within the charity with these individuals made known publicly. Refresher training will be carried out at least every 3 years.
- We are committed to working with stakeholders and the relevant authorities in which the Foundation initiatives and programmes are run and attended, especially if there are perceived risks or concerns about staff, contractors, or volunteers.
- In order to access funding and work with Coach Core; all employers must provide evidence of their safeguarding policy and what training and DBS checks their staff have undertaken
- Each apprentice will undergo safeguarding training before being permitted to undergo any coaching activities. It is requested that they are also shadowed and observed until their lead coaching qualifications are attained as part of the formal, signed employer agreement.
- The Foundation has membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies so that we can remain updated on key policy changes. We also engage with key sector safeguarding working groups to remain relevant to how the above applies to our young people, employers and the environments in which they work.

Key roles: individuals and roles within the organisation that have Safeguarding responsibility:

- * **The Chief Executive Officer** has overall responsibility for all safeguarding matters.
- * **Designated Safeguarding Leads (x2)** have the lead responsibility for all safeguarding and protection matters in their programmes and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.
- * **Programmes Staff** are responsible for:
 - Undertaken and maintaining training linked to safeguarding and child protection
 - Ensuring that all are aware of how to report safeguarding concerns and to whom
 - Ensuring that all are aware of the Foundation's Whistleblowing policy
 - Ensuring that all are aware that they must conduct themselves in a manner which safeguards and promotes the safeguarding practices at CCF
 - Ensuring all staff are provided with guidance about safeguarding concerns as required.
 - Are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.
- * **A designated safeguarding trustee** is an experienced, qualified, and informed individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Focus for 2021-2022

- a) Reviewing and enhancing our digital safeguarding practice and procedures
- b) Developing our knowledge and advancing our GDPR policy and procedures
- c) Continuing our all staff, quarterly safeguarding training workshops
- d) Reviewing the ways in which our apprentices, employers and the wider public can report concerns or an incident as easily and as securely as possible.
- e) Liaise with our teams as to any gaps in knowledge and/or key subject areas in which they would value further training or support.

You can access the Coach Core Foundation Safeguarding and Whistleblowing policies below:

<https://coachcore.org.uk/about-us/governance/>

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Data Protection and Information Security

CCF employs the services of an external technology company to provide the necessary levels of security and support linked to our data and information. Using a cloud based, secure service we can safely store and protect the critical/sensitive information linked to our governance, operations, and people.

We also:

1 – require all staff, volunteers (including trustees), contractors and secondments to sign privacy policies and undergo training linked to how to securely save and share documents and information.

2 – agree working practice with a limited number of key partners to protect key data and information, particularly that of our young people.

3 – as part of our GDPR policy, we commit to:

- a) Providing all individuals with the control over what data we can or can't access
- b) Safeguarding their information to the very best of our abilities. This includes not collecting any information we do not need and/or not sharing without their consent
- c) Anonymising and/or deleting that information on a pre-agreed timescale.

As part of the aforementioned staff restructure, we also created a Data Impact Manager who can now give even greater focus on how we collect, safeguard, and share information gleaned from our programmes.

Our Head of Digital continues to have responsibility for our website and social media channels, each of which has their own dedicated policy and procedures too.

For further information on this subject, please contact the charity at info@coachcore.org.uk.

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FOR THE PERIOD ENDED 31 MARCH 2021

Fundraising Compliance

CCF has two employed development staff members: a Head of Development and a Partnerships Officer.

We also have an independent trustee with great experience in this field who provides impartial guidance to the team, and has no conflict of interest financially (ie does not donate to Coach Core) nor in a professional sense.

From time to time, we may engage with an external consultant individual/organisation with a specific brief. In October 2020, we contracted a project with 'Remarkable Partnerships' who helped CCF establish a corporate fundraising strategy, and identify potential organisations we may wish to target. At no point did they represent CCF externally / in the public space.

Of our current trustee board, two members provide financial donations to the charity as a core funder. All trustee board members, as part of our vetting and due diligence process, sign a 'conflict of interest' declaration. For any trustee donating to the charity, this comes with acknowledgement that funds donated are for the purposes of the charity to conduct its operations with no benefit in kind, financial or commercial gain, and/or any personal gain from doing so.

Our formal Ethical Fundraising policy declares our commitment to comply with law and charity commission guidance linked to how best the charity can maximise its income and activities in a way that is deemed ethical and in line with our ethos and mission.

We value greatly the generosity of our supporters and donors that allow the Foundation to carry out its charitable activities. This can be financial, pro bono support and/or via in kind services. However, it is imperative that such support does not contradict or convene our commitment to ethical fundraising practices and so on very rare occasions, we may consider refusing a donation or other involvement with an individual, organisation or activity.

Should this occur, we will continue to act with integrity and confidentiality, always seeking to act with the most appropriate response. We will seek to confidentially evidence the rationale behind such a decision should the Foundation ever be required to justify its actions linked to this subject.

In July 2020, we registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice.

The Foundation also employs a formal Gift in Kind policy whereby any non-financial donations made to the charity, or its staff, must document this in the Gifts in Kind register.

There are no complaints, cases or accusations that concern CCF in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

Our People

As a charity that strives to better the lives of its young people and elevate the principles of progression through education and mentoring, the Foundation is committed to always developing its staff and volunteers. We believe that individuals should feel challenged, engaged, and supported at all times, on pathway and plan that is right for them.

This includes:

- Formal annual and midpoint reviews with more frequent one-to-one's in place
- Individual development budget made available each year, with line managers encouraged to cooperatively engage with their staff so that they can be upskilled and progressed in a way that is right for them and the charity
- Regular all team / department collective workshops on several formal and informal subject matters that are designed to educate, engage, and foster collaborative culture
- Support ambitions to join groups and boards outside of Coach Core so that they may enjoy additional project working and share their expertise and passion with others.

We also take seriously the experience every individual Coach Core apprentice and employer should expect from us. We constantly review and seek to enhance:

- Our communications
- Our education offer
- Our methods of support
- Our wellbeing services
- The funding available to our teams
- Our partnerships and how we interact with them.

Our focus for 2021-2022

- Embedding the new, restructured roles, exploring their effectiveness and any additional elements or support each individual feel might be required,
- Reviewing the support and wellbeing services available to our staff,
- Reviewing how our apprentices and employers can communicate with the charity, making things as streamlined, clear and simple as possible,
- Launching our new education academic offer in September 2021 that will see even greater content, support, and collaborative working than ever before,
- Reviewing the volunteer offer we make available to our supporters to ensure it is maximised fully but also balances providing a safe, consistent, and deliverable experience for all.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

Our Supporters this year

Coach Core simply couldn't support young people across the UK without the generosity of our partners. There are so many incredible individuals, companies and Trusts and Foundations that we'd like to thank. Alongside those who wish to remain anonymous, they include:

1st April 2020 – 31st March 2021

Aliya & Ajit Nedungadi Family Foundation
Charles S French Charitable Trust
Collinson Group
Dulverton Trust
Essex Community Foundation
FSJ Charities
Rosca Trust
Royal Foundation
Sir James Knott Trust
Sport England
Temasek
The 29th May 1961 Charitable Trust
The Edward & Catherine Wray Charitable Trust
The Gibbons Family Trust
The Frankham Family Charitable Trust
The Johnnie Johnson Trust
The Reed Foundation
The Rowlands Trust

We would also like to thank our partners that contributed to the development and support of our apprentices and employers this year including:

Active Partner Network,
Capco,
Capital Training,
Careers in Sport,
Cimsa,
Create Development,
Lifetime Training,
Sport England,
Sport for Development Coalition,
StreetGames,
UK Coaching.

We are also so grateful to the dedication and belief shown by the tutors, central partners and employers that are integral to the success of every Coach Core programme.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

Financial Review

After approximately 7 and a half years operating as a programme of The Royal Foundation, on the 1st April 2020, the CCF became an operational charity. As part of this transition, it was agreed that The Royal Foundation would transfer £509,515 that were raised for Coach Core purposes and a novation agreement was reached with Sport England for the remaining £330,000 balance of their original settlement of £995,000, for the 2018-2021 period, to be transferred to the Coach Core.

Despite the Covid-19 pandemic spanning the whole of the period under review the charity has made progress on a number of fronts. In order to support the young people on our programmes the decision was taken to keep the team working throughout the pandemic working from home, with the support of our office provider who waived the rental payments for the lockdown periods. Inevitably there has been a delay in completion of some of the programmes and in the launch of new programmes although two new programmes in Leeds and Essex were launched during the period. The amount of programme grants in the period was £349,100 compared to a budget of £651,000. As a result of reduced office occupancy costs as noted above and reduced travel and other expenses the charity made savings of more than £100,000 in all areas other than in the staff costs maintained to support and develop the apprentice programmes.

The charity accounts for its obligations under grant contracts in full in the year in which the grant is made, except to the extent that the final cost will be reduced by a lower number of apprentices on the programme than contracted. This has resulted in some underspend funds being returned to the charity in the period.

The pandemic period has been a challenging time in fund raising terms and accordingly trustees have been pleased with progress being made in this area with total funds raised for the year including the funds from The Royal Foundation and Sport England being £1,175,571 against a budget of £1,180,000.

All of the programmes in progress at the end of the period are fully funded and the charity fundraising efforts in 2021/22 are focused on raising funds for the expansion of the work of the charity and to fund the work needed to develop and support the programmes. The fundraising environment remains challenging and uncertain and the financial position of the charity is monitored by trustees on a regular basis.

Reserves

The policy of the charity is to maintain free reserves at a level to enable the charity to manage a wind down and closure of its activities whilst ensuring that the obligations to staff, contractors and service providers are met and without prejudice to the apprentice programmes.

An exercise between the Foundation's Chair, Treasurer and CEO to determine the correct financial requirements to close the charity as per the contractual terms of its staff, offices/contractors and to ensure no risk to its beneficiaries, has now been agreed. The cost of closure at March 31, 2021 was calculated at £68,000 of which £56,000 was staff costs.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT FOR THE PERIOD ENDED 31 MARCH 2021

As at March 31, 2021 the charity had free reserves of £63,245 after deducting fixed assets of £4,373 from unrestricted reserves of £67,618.

The charity is currently exploring funding opportunities with Sport England and other supporters and the Trustees will review the reserves policy once the future level of activity is confirmed.

Financial Control

The Chairman and Treasurer review a detailed report of the income and expenditure of the charity and the position against the approved budget on a monthly basis. The financial position of the charity is reported to and discussed at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves. A three year plan is prepared before the start of the financial year with the budget for the next financial year forming year one of the plan. In order to ensure that apprentices will be able to complete a programme the charity will not enter into a contract for a new programme until all of the required funding is in place.

Remuneration and expenses

Remuneration of all employees is considered as a part of the annual budgeting process and as such considered by the board of trustees, with any changes implemented from April 1.

The charity has a dedicated expenses policy. Any new starter is provided with a copy of this document and quarterly reviews of its contents are performed by the CEO to ensure it is updated and fit for purpose. This policy is intended for all staff, volunteers, contractors, and Trustee Board.

Going Concern

The Covid-19 pandemic has been on-going since the launch of the charity as an independent body. Inevitably this has impacted severely on the operations of the charity and its partners as it has across the sports industry. This has resulted in delays in the completion of existing programmes and the launch of new programmes. The charity decided to maintain staff in post to support the apprentices and this has been a considerable expense to the charity. The charity has been able to reduce other operating resources to conserve resources and along with support from fundraising activities is in a stable position at the end of the financial period. The policy of not starting a new programme until it is fully funded has protected programmes from the impact of Covid-19, along with the raising of funds to provide specific support where needed. We have an on-going, strong relationship with our principal funders, and in particular with Sport England, with inclusion in their new Systemic Partner planning that looks at how select key partners in the sector can affect major societal change over the next 10 years (2021-2031). In addition during the period since April 2020 the charity has been developing a pipeline of prospective funders with a focus on supporting core costs and the development of future programmes.

The budget for the year to March 2022 has been developed with recognition of the operating environment and contains a number of areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed on a monthly basis.

Taking into account all factors the Trustees consider that the level of cash reserves held is an appropriate margin of the minimum level as set and that Coach Core have adequate resources and funding to continue in operational existence for the foreseeable future.

The Trustees are satisfied that the accounts can be prepared on a going concern basis.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

Disclosure of Information to Auditors

Each of the persons who is a trustee at the date of approval of this report confirms that, so far as they are aware

- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the Board of Trustees.



.....

Edward James Wray

Chairman of the Coach Core Foundation / Trustee

10 Dec 2021

Dated:

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

INDICES

1 – Gov National Apprenticeship achievement report, 2019.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/874731/NARTs_statistical_release_201819.pdf

2 - Coach Core Foundation – Covid 19 Impact Survey 2020 and 2021

<https://coachcore.org.uk/our-stories/covid-19-impact-report-april-2021/>

3 - Labour market statistics, Youth Unemployment UK - April 2021 report.

<https://www.youthemployment.org.uk/labour-market-statistics-april-2021/>

4 – Facing The Future, Princes Trust report – March 2021.

<https://www.princes-trust.org.uk/Facing-the-Future-2021-full-report.pdf>

5 – Coach Core Foundation success rates are measured in two ways; a) those that start the programme, going on to complete it and b) those that graduate Coach Core going into full time education and employment within 6 months of leaving their programme. More information on this can be found in our strategy:

<https://coachcore.org.uk/our-stories/coach-core-launch-our-strategy-for-2021-2024/>

COACH CORE FOUNDATION

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE PERIOD ENDED 31 MARCH 2021

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

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

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

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

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

COACH CORE FOUNDATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF COACH CORE FOUNDATION

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the period ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the period 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

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

COACH CORE FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF COACH CORE FOUNDATION

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Other matters

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

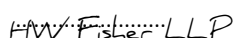
Use of our report

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

HW Fisher LLP

Chartered Accountants
Statutory Auditor
Acre House
11-15 William Road
London
NW1 3ER
United Kingdom

10 Dec 2021

 HW Fisher LLP

HW Fisher LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

COACH CORE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE PERIOD ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes			
<u>Income and endowments from:</u>				
Donations and legacies	3	404,815	756,925	1,161,740
Investments	4	23	-	23
Other income	5	13,808	-	13,808
Total income		418,646	756,925	1,175,571
<u>Expenditure on:</u>				
Raising funds	6	60,167	-	60,167
Charitable activities	7	290,861	354,155	645,016
Total resources expended		351,028	354,155	705,183
Net income for the year/ Net movement in funds		67,618	402,770	470,388
Fund balances at 5 December 2019		-	-	-
Fund balances at 31 March 2021		67,618	402,770	470,388

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

All income and expenditure derive from continuing activities.

COACH CORE FOUNDATION

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£
Fixed assets			
Tangible assets	12		4,373
Current assets			
Debtors	13	33,711	
Cash at bank and in hand		543,132	
		<u>576,843</u>	
Creditors: amounts falling due within one year	14	<u>(110,828)</u>	
Net current assets			466,015
Total assets less current liabilities			<u>470,388</u>
Income funds			
Restricted funds	15		402,770
Unrestricted funds			67,618
			<u>470,388</u>

10 Dec 2021

The financial statements were approved by the Trustees on



.....
Edward James Wray
Trustee

COACH CORE FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE PERIOD ENDED 31 MARCH 2021

	Notes	2021 £	£
Cash flows from operating activities			
Cash generated from/(absorbed by) operations	18		548,696
Investing activities			
Purchase of tangible fixed assets		(5,587)	
Investment income received		23	
		<hr/>	
Net cash used in investing activities			(5,564)
Net cash used in financing activities			-
			<hr/>
Net increase in cash and cash equivalents			543,132
Cash and cash equivalents at beginning of period			-
			<hr/>
Cash and cash equivalents at end of period			543,132
			<hr/> <hr/>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Coach Core Foundation is having a registered office at Micky Stewart Suite, The Oval Cricket Ground, Kennington, London, SE11 5SS.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011 and "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 charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The Covid-19 pandemic has been ongoing since the launch of the charity as an independent body. Inevitably this has impacted severely on the operations of the charity and its partners as it has across the sports industry. This has resulted in delays in the completion of existing programmes and the launch of new programmes. The charity decided to maintain staff in post to support the apprentices and this has been a considerable expense to the charity. The charity has been able to reduce other operating resources to conserve resources and along with support from fundraising activities is in a stable position at the end of the financial year. The policy of not starting a new programme until it is fully funded has protected programmes from the impact of Covid-19, along with the raising of funds to provide specific support where needed. We have an ongoing, strong relationship with our principal funders and in particular with Sport England, with inclusion in their new Systemic Partner planning that looks at how select key partners in the sector can affect major societal change over the next 10 years (2021-2031). In addition during the period since April 2020 the charity has been developing a pipeline of prospective funders with a focus on supporting core costs and the development of future programmes.

The budget for the year to March 2022 has been developed with recognition of the operating environment and contains a number of areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed on a monthly basis.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Grants and donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Cash donations are recognised on receipt.

1.5 Expenditure

Resources expended are recognised in the period to which they relate.

All costs which can be directly attributed to charitable activities are allocated to the relevant activity. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of charitable activities include grants made, governance costs and support costs.

Obligations under grants made to organisations are recognised in full in the year in which the grant is made, except to the extent that the final cost will be reduced by a lower number of apprentices on the programme than contracted.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	Three years straight line
Computers	Three years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.9 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

2 Critical accounting estimates and judgements

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. There were no critical accounting estimates or judgements during the accounting period.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total
	2021 £	2021 £	2021 £
Donations and gifts	404,815	756,925	1,161,740

4 Investments

	Unrestricted funds
	2021 £
Interest receivable	23

5 Other income

	Unrestricted funds
	2021 £
Gift Aid receivable	13,808

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

6 Raising funds

Unrestricted
funds

2021
£

Fundraising and publicity

Staff costs

60,167

60,167

7 Charitable activities

Sports and coaching programmes

	Unrestricted fund General 2021 £	Programme Team 2021 £	Executive Team 2021 £	Restricted Fund 2021 £	Total 2021 £
Staff costs	-	88,619	103,067	-	191,686
Depreciation and impairment	1,214	-	-	-	1,214
Consulting charges	35,203	-	-	-	35,203
Rent cost	12,000	-	-	-	12,000
Event cost	6,369	-	-	-	6,369
Training and welfare cost	1,123	-	-	-	1,123
Computer and software cost	21,819	-	-	-	21,819
Kit cost	-	-	-	5,055	5,055
	77,728	88,619	103,067	5,055	274,469
Grant funding of activities (see note 8)	-	-	-	349,100	349,100
Share of support costs (see note 9)	7,227	-	-	-	7,227
Share of governance costs (see note 9)	14,220	-	-	-	14,220
	99,175	88,619	103,067	354,155	645,016
Analysis by fund					
Unrestricted funds	99,175	88,619	103,067	-	290,861
Restricted funds	-	-	-	354,155	354,155
	99,175	88,619	103,067	354,155	645,016

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

8 Grants payable

The following grants, all from restricted funds, were paid or committed during the year.

	Sport England	The Royal Foundation	Collinson	Temasek/ Sport England/ Covid Relief	Other	Total
	2021	2021	2021	2021	2021	2021
	£	£	£	£	£	£
Grants to apprentice programmes:						
Berkshire	5,100	-	-	-	-	5,100
Derby	11,497	-	-	-	-	11,497
Leicester	70,000	-	-	-	-	70,000
Tyne & Wear	30,000	-	-	-	-	30,000
Manchester	-	1,700	-	-	-	1,700
Bristol	-	21,500	-	-	-	21,500
Leeds	57,250	-	-	-	-	57,250
London	-	-	39,870	-	-	39,870
Essex	50,000	-	-	-	-	50,000
Middlesbrough	-	22,882	-	-	30,000	52,882
Covid Relief	-	-	-	9,301	-	9,301
	<u>223,847</u>	<u>46,082</u>	<u>39,870</u>	<u>9,301</u>	<u>30,000</u>	<u>349,100</u>

Grant payments are made to the co-ordinators of each apprentice programme, with each contract depending on the number of apprentices.

During the year two donations were received from Temasek, £19,800 and Sport England £25,000 for the express purpose of mitigating the impact of Covid on the programmes and apprentices. A number of awards have been made from this fund in the year, however the impact of Covid continues to be assessed and further payments are being made in the year to 31st March 2022.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

9 Support costs

	Support costs	Governance costs	2021
	£	£	£
Office supplies cost	1,710	-	1,710
Entertainment cost	97	-	97
Subscription and membership cost	169	-	169
Insurance cost	2,148	-	2,148
Interest expense	24	-	24
Telephone charges	2,308	-	2,308
Marketing and advertising cost	245	-	245
Post, printing and stationery expense	348	-	348
Travel and subsistence cost	170	-	170
Other costs	8	-	8
Audit and accountancy	-	12,887	12,887
Legal and professional fees	-	1,333	1,333
	<u>7,227</u>	<u>14,220</u>	<u>21,447</u>
Analysed between			
Charitable activities	<u>7,227</u>	<u>14,220</u>	<u>21,447</u>

Governance costs includes payments to the auditors of £8,400 for audit fees and assistance with preparation of the statutory accounts. In addition there is £4,487 in relation to bookkeeping assistance.

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the period.

11 Employees

The average monthly number of employees during the period was:

	2021 Number
Programme delivery	<u>7</u>
Employment costs	2021 £
Wages and salaries	224,389
Social security costs	20,501
Other pension costs	6,963
	<u>251,853</u>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

11 Employees (Continued)

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number
£60,000 - £69,999	1

12 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
Additions	653	4,934	5,587
At 31 March 2021	653	4,934	5,587
Depreciation and impairment			
Depreciation charged in the period	167	1,047	1,214
At 31 March 2021	167	1,047	1,214
Carrying amount			
At 31 March 2021	486	3,887	4,373

13 Debtors

	2021 £
Amounts falling due within one year:	
Other debtors	23,000
Prepayments and accrued income	10,711
	33,711

14 Creditors: amounts falling due within one year

	2021 £
Other taxation and social security	8,558
Trade creditors	1,074
Other creditors	1,070
Grants payable	90,652
Accruals and deferred income	9,474
	110,828

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds		
	Incoming resources £	Resources expended £	Balance at 31 March 2021 £
Sport England	450,000	(223,847)	226,153
The Royal Foundation	87,800	(46,082)	41,718
Collinson	50,000	(39,870)	10,130
Temasek/Sport England Covid Relief	44,800	(9,301)	35,499
Other	124,325	(35,055)	89,270
	<u>756,925</u>	<u>(354,155)</u>	<u>402,770</u>

Other than for the fund noted below provided specifically to mitigate the impact of Covid, all restricted funds raised in the year have been raised to support the grant given to the apprentice programmes and the provision of sports kit for apprentices.

Sport England made a grant in 2019, part of which was transferred in April 2020 to the new foundation with balance being received during 2020. The grant was to support seven new programmes.

The Royal Foundation transferred funds in April 2021 to provide for the completion of three projects commenced whilst Coach Core was part of The Royal Foundation.

Collinson provided a grant in 2020 as part of a multi year partnership to support programmes in London.

Temasek and Sport England provided funds specifically to provide support for programmes impacted by the Covid pandemic.

Other donations have been received to support programmes continuing through 2021 and 2022.

16 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2021 are represented by:			
Tangible assets	4,373	-	4,373
Current assets/(liabilities)	63,245	402,770	466,015
	<u>67,618</u>	<u>402,770</u>	<u>470,388</u>

17 Related party transactions

During the period the charity entered into the following transactions with related parties:

A total of £30,000 of donations without conditions were received from charitable trusts connected to two trustees.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

18	Cash generated from operations	2021
		£
	Surplus for the period	470,388
	Adjustments for:	
	Investment income recognised in statement of financial activities	(23)
	Depreciation and impairment of tangible fixed assets	1,214
	Movements in working capital:	
	(Increase) in debtors	(33,711)
	Increase in creditors	110,828
	Cash generated from/(absorbed by) operations	548,696
		<hr/>
19	Analysis of changes in net funds/(debt)	
	The charity had no debt during the year.	