



Coach Core Foundation

Year 1 strategy report
August 2022

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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.

An introduction



"Thank you for taking the time to read our update report. I know sometimes these things can feel like a box ticking exercise, but in line with how we originally formed our strategy, I wanted to ensure that we measured the thoughts and feelings of our people, and not just our data, after year one of our first ever strategy.

So what have we learnt?

- Largely, that our strategy ambitions are still right and fit for purpose.
- However, we want to adjust some of how we get there or how we are measuring. By being transparent and detailing these decisions, we ultimately hope it will challenge us to be the best we can be and that we can demonstrate our true impact over the next 2 years.
- The staff and the board are still united in our mission, and our partners and stakeholders value what we have set out to achieve with this strategy thus far.
- The pandemic continued to present great challenge across 2021-22, making fundraising even more competitive. This in turn affects our growth ambitions both operationally, and from a capacity point of view so we need to ensure we are mindful of this when working towards our year 2 ambitions.

The following report will outline:

- How we are performing against our strategy targets
- Any changes we are proposing to make to them (and why)
- A snapshot of key moments over the last 12 months
- Our ambitions and intentions for 2022-23, central to which
- Will be our ten year celebrations!

Finally, I'd like to take this opportunity to thank the efforts of my staff who have worked tirelessly these past 12 months to ensure we keep supporting our young people whilst always looking to grow the charity in so many ways. As always, the trustee board have also been incredibly generous with their time and support, and we are excited to welcome several new supporters to our existing incredible champions.

We hope you will continue to follow our journey as we ultimately seek to bring the Coach Core offer to more people than ever before"

GARY LAYBOURNE, CHIEF EXECUTIVE OFFICER.

"MY IMPRESSIONS OF THE CHARITY ARE THAT IT IS BOTH NEARLY 10 YEARS OLD AND YET ONLY 1 YEAR OLD, SO IT'S VERY UNIQUE, WITH A VERY EXCITING FUTURE AHEAD OF IT"

A late 2021 quote from a senior fundraising consultant. You'll see quotes from our staff, apprentices, and partners throughout this report.



"BUILDING BACKWARDS IS TRICKY"

Like so many charities, 2021 felt very much '2 steps forwards, 1 step backwards'. Outwardly, Coach Core was continuing to grow and support its programmes both new and existing, but the charity faced significant challenge enhancing our supporter base and being able to realise some of the process and systems plans we had hoped might be further down the line by this point. Transitioning from The Royal Foundation to a stand-alone charity during Covid19 presented many challenges for the team that continued to be felt throughout the first year of our new strategy.

However, with a small but dedicated team, we have made significant positive steps towards our strategic targets over the last 12 months with a real focus on consolidating and enhancing our systems and ways of working, rather than just simply finding ways to grow the charity. As a true advocate of long term change, 2021 was very much about safeguarding and strengthening the charity further so that we can work more effectively and impactfully long term.

"CCF HAS AN INCREDIBLY PASSIONATE, DEDICATED TEAM"

When asked 3 key words as to how staff and partners were feeling about this journey, this was their response:



Our Strategy Summary



"I FEEL LIKE COACH CORE ARE FARING PRETTY WELL AGAINST THE STRATEGY AND THE PROGRAMME VERY MUCH MEETS THE NEEDS OF THE APPRENTICES"

Established in Spring 2021, the Coach Core Foundation strategy published the 5 key strands, and 10 targets that we collectively felt were the areas of growth and improvement we could make as a charity. These were established by extensively surveying our staff, our trustee board, our partners and our young people.

Upon review, we feel that 12 months on, the overarching strategy direction and the five pillars that govern this are still very much the right direction for the charity at this present time.

The targets within each of these pillars are also largely still our aspirational goals to work towards, but we have agreed to now refine some of them to provide a greater level of clarity and specificity than perhaps we laid out originally.

We will now report on all of these five pillars in turn.

3 year Strategy Summary

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



Our sites

Target #1

Target remains:
150 to 200 employers

Target reviewed:
priority with number of apprentices supported and programmes launched.



Our support

Target #2

Target remains:
15% increase in funding but greater clarity given from FY23

Target remains:
90% progressing into a positive exit route



Our apprentices

Target #3

Target remains:
1000 learners by 2024

Target reviewed:
greater clarity for each under represented group



The community

Target #4

Target remains:
150,000 coaching sessions

Target remains:
2.5m coaching interactions



Insights

Target #5

Target remains:
evidence the SROI of Coach Core

Target reviewed:
Youth Board introduced, so now building on this further.



#1 Area of focus

Our sites

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



How we're doing

We have expanded from **15 UK sites, to 19 sites**. This equates to three new programme locations in Doncaster, Surrey and Sussex that were launched in September 2021, but also the introduction of our new Level 3 qualification in Tyne and Wear.



We also set a target of **200 total employers by 2024**, and we are already on our way to achieving this with **23 new employers** added to the 150 we had worked with this time last year.



In total, combined with existing site programme launches in 2021-22, it has led to **7 new programmes** and **63 new young people** joining Coach Core.





Key feedback from the year:

“EMPLOYER RECRUITMENT HAS IMPROVED SIGNIFICANTLY OVER THE PAST 6 MONTHS DESPITE THE WITHDRAWAL OF GOVERNMENT INCENTIVES”.



This gives us cause for optimism moving forwards that the need for apprentices, and the strength of the Coach Core offer is becoming more established.

“GREAT TO SEE COACH CORE SET GROWTH TARGETS BUT IMPORTANT THE CURRENT SITES CONTINUE TO BE THE BEST THEY CAN BE TOO. WE FEEL ITS IMPORTANT TO SEE A FEW DOING WELL, THAN SEVERAL PRODUCING LIGHT TOUCH IMPACT”



This was really important feedback from one of our Active Partner organisations that underlines the role people see Coach Core having in our sector. We remain ambitious about our growth but it really matters to us that we set up programmes that will have legacy and continue to provide opportunities in the future, than becoming a short term or low impact solution.

“IT’S BECOME CLEAR THAT PROGRAMMES CONTINUE TO REQUIRE SIGNIFICANT TIME AND RESOURCE TO LAUNCH AND BE SUSTAINABLE LONG TERM”



As the sites and programme portfolios grow, we know we have to reflect this with how we grow and progress the charity. This doesn't always come from adding to the headcount, but also looking at restructuring when required, working smarter, and engaging with the wider sector on innovative and different ways to add resource to our team.

“THE COACH CORE RESTRUCTURE FEELS LIKE THE PROGRAMMES TEAM ARE ABLE TO SUPPORT US EVEN MORE NOW, AND THAT IS ALLOWING US TO ENGAGE WITH YOUNG PEOPLE IN AREAS WE PREVIOUSLY MAY HAVE STRUGGLED”



Traditional recruitment processes are not working. It is increasingly harder to attract anywhere near the levels of young people we can offer roles to, so we have to now look at innovative and new ways of raising our profile, furthering our partnerships, communicating the offer and providing even greater levels of support to Apprentices from the outset.

We are currently developing a specific strategy around recruitment, focusing on three key objectives:

1. To simplify the recruitment process and reduce administration time
2. To increase the number of eligible candidates
3. To increase the number of candidates and apprentices from our target groups (i.e - women and girls)

We are addressing the current recruitment challenge by:

- Gathering further insight on applications in each area
- Developing new recruitment content
- Building partnerships to increase our reach
- Piloting different approaches to the recruitment process.

What we'll do moving forwards...

After careful consideration, we will be changing how we look at the geographic operations of our charity. Until 2022, a 'site' was deemed a UK city or county, and a 'programme' referred to the individual cohort number within that site. In line with the continued review of our offer, we are now moving to the following terminology:



Regions

Aggregation of programmes into 6 large, loosely based geographical areas:

South, Midlands,
North, Scotland,
Wales,
Northern Ireland



Hubs

Regions will then be broken down into hub areas

For example, the North would become:

North East Hub
North West Hub,
Yorkshire & Humber Hub



Programmes

A programme would remain ultimately the cohorts of young people working towards the same goal and timescales.

For example, the North East Hub would currently have separate programmes in Northumberland, Tyne & Wear and Middlesborough & Tees Valley.

This could also include any national programmes, either assigned to one employer, or a small group of employers, working towards one key outcome with one Learning Coach. For example, our recent partnership with England Boxing.

For us, we feel this new regional model will create:

- a)** a stronger sense of community among the apprentices;
- b)** more flexibility to work with smaller programme numbers in a greater number of areas versus having to draw all learners into one central location. This is particularly relevant when we consider how we can then do more to work in the smaller, more rural areas that experience significant challenge.
- c)** stronger funding opportunities for us to appeal to a wider set of potential supporters and adopt a funding model right for each qualification.
- d)** an opportunity for our 'Learning Coaches' (the Coach Core tutors) to work across multiple groups and projects, thus challenging and engaging them further.

For the purposes of our strategy targets, we will now:



Discontinue with the term 'sites' and now report on the number of regions and hubs we create, along with the number of programmes this then enables.



Shift our priority metric to the number of apprentices we support above all else.

Additionally we will:

- Strive to introduce additional 'on the ground presence' to address the current recruitment challenge and give even greater support to our young people and employers locally.
- Forge more partnerships to identify the right geographic locations for our work, based on research and insight.
- Work with key sector partners, such as CIMSPA and Sport England, to understand the workforce needs of the sector and the subsequent role of apprenticeships. This will include enhancing current Standards and scoping new Apprenticeships.
- Continue to promote the value of apprenticeships for employers, whilst also enhancing the support we provide.



#2 Area of focus

Our support

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



There is no denying that the Covid 19 pandemic has challenged both of these targets.

How we're doing...

We describe this focus area of 'Our Support' in two ways;

A

The financial support we provide employers, to reflect the additional time and resources required to employ a Coach Core apprentice.

B

How we support our apprentices, both personally and professionally, so that they can progress onto a positive pathway after Coach Core.

Coach Core became a registered charity in April 2020, just as the impact of the Covid 19 pandemic was becoming apparent. We began establishing Coach Core's fundraising team at a time when competition for funding had never been higher.

In our first financial year (April 2020 to March 2021) we raised £1.175m, which included a generous donation of £509,000 from The Royal Foundation to aid the smooth transition from a programme within their charity to Coach Core as a stand-alone charity.

As we moved into our second financial year, Covid19 forced us to postpone the launch of several apprenticeship programmes for several months. As a result, we could focus on raising the £978,000 we needed to support our work. As we move into our third financial year, we are as focused as ever on raising £1.1m to help us grow and safeguard our charity.

Whilst we're recognising our impact, we want to take this opportunity to **thank the 15 philanthropists, Trusts and Foundations and companies who have made generous donations** in this financial year so that we can support so many young people across the UK. We're thrilled that 11 of these supporters have given to Coach Core for the first time, and we are so thankful to all those who continue to support us on an ongoing basis. Alongside those who prefer to remain anonymous, our wonderful supporters include:

- The Barratt Foundation
- The Barr Foundation
- The Charles Lewis Foundation
- The Gibbons Family Trust'
- The Lawson Trust
- BMS
- Collinson
- Didymus CIO
- John and Freda Coleman Charitable Trust
- Shanly Foundation
- The 29th May 1961 Charitable Trust

For Coach Core, success has always been driven by the same two key performance indicators;

- 1) those that start, go on to finish the programme
- 2) those that finish the programme go onto education and/or employment

However, supporting an apprentice to the final assessment, and to a successful exit route, has become harder. Recent Department for Education statistics showed that there was a 53% and 47% dropout for Apprenticeships nationwide in 2019-20 and 2020-21 respectively. This makes our overall success rate* of 86% high, particularly given who we are targeting. The below stats gives an indication of the impact of Covid and the recent recovery towards our target of 90%.

April 2019 - March 2020	
Programmes	Glasgow, Manchester, Derbyshire, Tyne and Wear, Berkshire, Bristol, Leicester
Total Apprentices	109
Completed	79
Completion rate	72%
Overall success rate including those going into positive exit routes	76%

April 2020 - March 2021	
Programmes	Leeds, Middlesbrough, London, Essex
Total Apprentices	61
Completed	28
Completion rate	46%
Overall success rate including those going into positive exit routes	64%

April 2020 - March 2021	
Programmes	Sussex, Surrey, Tyne and Wear L2, Tyne and Wear L3, Birmingham
Total Apprentices	67
Completed	59
On track for completion	88%

This was achieved through:

- Adding more resource to the education team, to help learners feel more engaged, challenged and motivated.
- Adding more resource to our programmes team, so that employers gained greater support and interaction.
- Implementing better ways of working and reporting, so that any challenges linked to learner progress or wellbeing were flagged much sooner.

However, this 86% is not our target, and certainly not close to the 95%+ statistics we reached in our first 5 years. We will continue to build on these developments to help raise the achievement rate once more.

*All time percentage for those learners who completed the programme



Key feedback from the year:

“THE CONNECTIVITY BETWEEN ALL PARTIES INVOLVED THIS YEAR HAS BEEN REALLY POSITIVE”



By adding the resource above, we feel like we have been able to really strengthen the communications, opportunities and relations within our programme teams.

“THE SECOND YEAR FOR ANY CHARITY FUNDRAISING DEPARTMENT IS COMPLEX”



The number of applications made exceeded the targets set but conversion has been a challenge for the team across 2021-22. However, a renewed fundraising strategy has been put in place to identify new and innovative ways of working that we are confident will yield the FY23 target income.

“[GREATER] EXIT ROUTES FOR APPRENTICES SO THEY CAN PROGRESS INTO TANGIBLE POSTS AFTER LEAVING THE LEVEL 2”



We are currently piloting the Level 3 Apprenticeship and will be rolling out even more across 2022-23. We hope to provide a flow through of apprentices leaving the Level 2 into a Level 3 programme, thus continuing their Coach Core journey across a total 3-year time span. We are also building a section on our website for Graduates to access ongoing support, training and future opportunities that they could access too.



What we'll do moving forwards...

Fundraising

'Coach Core will grow and diversify our supporter base and income, so that both grow by 15% by 2024. Currently our funding is mainly derived from Sport England (which comprises a significant amount of our annual income following a £1.6m pledge over 5 years), plus support from several Trusts and Foundations, a number of generous philanthropists and three corporate partners. We will measure the amounts donated through different income streams, alongside the number of donors that are giving generously to support our work, but we are confident that a 15% growth is attainable by 2024.

To ensure success, we have put additional resource behind our comms and fundraising team so that we can inspire more people to get involved with our work. As 2022 is our 10th Birthday, we also look forward to using this opportunity to further raise the profile of Coach Core as well as introduce new supporters to our work.'

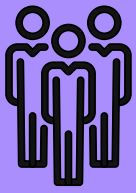
We will track this moving forwards by measuring the growth in numbers and amounts linked to Corporate giving, Major Donors, Trusts and Foundations, public funding (e.g. Sport England/Government monies) and public giving (donations to campaigns, challenge events, etc).



Retention and success

As part of the staff restructure, we were able to establish a National Partnerships Manager role that has already fostered partnerships with a number of organisations that could support 'post Coach Core' opportunities and guidance. As mentioned previously, we are also rolling out new Apprenticeship Standards and will continue to do so across FY23. This will support individuals to build a 3-5 career pathway, dependant on their ambitions.

In the next section, we will review how we have enhanced our education offer, to better appeal to young people, improve their experience and better support young people during and after their Apprenticeship.



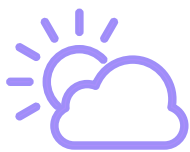
#3 Area of focus

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, Ethnically Diverse Communities and those living in the top 30 most deprived UK wards to a minimum of 50% in each category.



How we're doing



The current climate

At time of writing there are headlines proclaiming that unemployment levels are returning to pre-pandemic states. However, this does not tell the full story with young people, particularly those facing multiple barriers to positive futures, still feeling the effects of the Covid19 pandemic.

An FE News analysis report in May 2021 showed that just 18% of apprentice starts were from those living in the most deprived areas (down from 26% five years earlier). It is clear the opportunities for those that need it most are still significantly limited.

However, as we have shown in Our Sites targets, Coach Core has continued to grow and offer more opportunities throughout the last year.



Our current apprentice number now sits at 726 which puts us firmly on track to exceed our target of 1000 apprentices by 2024. We are proud that we have continued to offer new roles for young people despite the challenge of the recruitment climate which we will explore further in the next section.

How we're doing

Our offer

Similarly to other organisations, we have experienced an extremely difficult recruitment landscape over the past 12 months. Only one of our seven new programmes were able to fill all apprenticeship positions available, with all others having anywhere from 1 to 8 roles unfilled.

To address this, we continue to work tirelessly to identify a more efficient, engaging approach to recruitment in each area. In addition to developing new partnerships to help increase our reach, we are also trialling a number of new approaches to recruitment in the coming months. This will allow us to adapt and flex our recruitment model to better align to the needs of young people from different communities.

Our cause for hope is that the changes we have made to our partnership working and our education offer is already telling. Our retention rate across the 7 new programmes was 90% so we are confident the programme still holds huge value to the apprentices when they have been recruited. However, it is clear that we need to enhance our recruitment policy and procedures to better reach our target audience.

Programme	Intended places (Funded)	Start Num.	Current
Sussex #1	12	7	5
Surrey #1	10	6	4
Tyne and Wear #2 L2	20	19	18
Tyne and Wear #2 L3	5	6	6
Birmingham #3	20	11	11
Doncaster	6	5	4
Leicester #2	20	13	12

In terms of under represented groups we are working with stakeholders to define how we are meeting our 50% target.

The general feeling was that approaching this with a blanket summary approach was simply not in keeping with how Coach Core is targeting individuals with individual challenges and needs.

Within some groups facing barriers, we feel we are performing well but with others, we know there is room for improvement. For example; according to UK Coaching, overall, the sport for development/coaching professional workforce is less ethnically diverse than the wider workforce in the UK economy.

7% of employees with professional roles as their primary occupations were ethnically diverse compared to 12% more generally. Coach Core currently operates with 19.1% identifying as non-White British, and whilst we take pride in this, we know this is far from our stated target outcomes as a charity.





Key feedback from the year:

“THE RECRUITMENT PROCESS NEEDS TO BE REVIEWED, AS I FEEL EMPLOYERS ARE STARTING TO REVERT TO TRADITIONAL WAYS OF THINKING AND RECRUIT THOSE WHO PRESENT BETTER GRADES OR EXPERIENCES OVER THE POTENTIAL A MORE DIVERSE YOUNG PERSON WE WANT TO HELP COULD BRING”



This feedback is crucial to underline the point that we need to continue to drive stronger partnership working with those who have sight of potential Coach Core apprentices. We are currently reviewing how we can achieve this beyond our current capacity and existing networks (see next section).

“I WOULD LIKE TO CHANGE SOME OF THE TARGETS TO MAKE THEM MORE SPECIFIC AND FORCE US TO CLEARLY OUTLINE OUR PRIORITIES AGAINST THE UNDER REPRESENTED GROUPS”



It is clear our staff are committed to ensuring that we are held accountable to supporting those we want to target and enable the most.

“ONLINE EDUCATION SERVED ITS PURPOSE AND SHOWED ITS POTENTIAL DURING LOCKDOWNS, BUT ITS CLEAR THE APPRENTICES STILL NEED THAT FACE TO FACE SUPPORT AND INTERACTION”



By taking a more regional approach, and with a wider base of partners, we are blending what we have learnt about the strengths of online learning versus ensuring that there is still a Learning Coach at the heart of every programme who can educate and support each learner in person, according to their needs.

“GOOD IS FINE AND WE ONLY LEARN BY PUTTING OUT A VIABLE SOLUTION OR PRODUCT THAT HAS THE TIME TO EVOLVE”



We have had some fantastic feedback from staff and partners to say that there are a number of projects and interventions that are needed now, even if we feel we aren't in a position to state it is the final product. A prime example of that is the new Coach Core-Level 3 Apprenticeship where we have built a robust programme of learning but have agreed with the delivery team that this is very much a pilot that helps shape future Level 3s based on the continual feedback from apprentices and employers alike. We will look at some of these plans in the next section.

What we'll do moving forwards...

We will have an increased focus on under represented groups with a focus on setting specific targets.



Female apprentices.

Currently at 1 in 3 learners, we want to bring this to 50%.

We want to understand more around the barriers to accessing the programme for women and girls.



Non White British.

Overall we are aiming for 1 in 3 learners to fit this demographic.

We will take a more local based approach to understanding which programmes are attracting young people from diverse communities compared with local demographic statistics.



Areas of deprivation.

Currently at 1 in 3 learners living in the Top 30% areas of deprivation, this is a statistic we want to elevate to at least 50%.



Carer / Parental status.

Something traditionally we haven't tracked but a group we feel we should be appealing to given the pandemic demonstrated how many young people are carers in the home and/or parents themselves.



Parental social status

In line with our strategic intention to raise levels of social mobility giving all young people a chance of success, we have adopted the four key questions outlined by the Social Mobility Commission to measure the socio-economic background of our apprentices. This will support us to identify what we can do to improve the socio-economic diversity and inclusion of Coach Core.



Disabilities.

1 in 5 of our learners list themselves as having a physical or learning disability.

A number of our learners do not disclose their disabilities until well into their Apprenticeship, or perhaps at all. Whilst the UK national employment average for those with a disability versus those listed as not having a disability is also 20%, we would like to set a target of 25% and work with more partners who can help us better identify and support those individuals.



In short, we will no longer speak to an overarching figure of underrepresentation, but instead will track and evidence the individual demographic groups listed above.

We will also

Continue to champion Apprenticeships to enable true social mobility.

- As a 5- year Systemic Partner of Sport England from FY23 we are committed to grow the programme to meet identified local demand whilst continuing to be an advocate of apprenticeships in the sector. There is clearly still a fundamental issue within secondary education whereby young people, particularly those who face barriers and discrimination, are simply not made aware of Apprenticeships as a career pathway, or see it as a less viable option, certainly in the sport and physical activity sector.
- We will commit to supporting the major sector bodies like Sport England, UK Coaching, CIMSPA, ukactive, etc to demonstrate the power and potential of Apprenticeships via case studies, project work and being part of the conversation whenever possible.
- We will also continue our work with the workforce representative bodies, such as the Sport for Development Coalition, to continue lobbying Government for better support in every sense for the sector and for young people in particular.

Building on our refreshed approach to supporting under represented groups.

We will achieve this through:

- Using our new hub approach, we can target and support more under represented individuals across a broader region.
- Similarly, we will widen the base of partners that can better support and understand targeted groups i.e disabled learners so that their knowledge, skills and behaviours can enable a positive experience for them and those they coach. We also want to ensure those who are unsuccessful in obtaining a place on Coach Core also have opportunities and support that we can collectively provide.
- Enhanced partnership working with the support services and charities that have sight of this talent to ensure we can attract and onboard more young people that may face barriers otherwise.
- Commit to training and developing our own staff to ensure our own knowledge and approach is in keeping with the latest research and recommendations.





Enhancing the offer we provide for each apprentice:

We will be bidding for funding that allows us to add to our programme capacity and ultimately provide greater support 'on the ground' for apprentices and employers alike. By creating roles locally within our regions, we will be able to better implement the ambitions of the charity by having experienced individuals that can influence local partnership working pre, during and post programme as well as support the needs of the learners more acutely.

We want to encourage lifelong learning habits, to empower our apprentices to take ownership of their own learning and to develop independent and reflective apprentices that are responsive to the needs of the communities they serve.

Over the last 12 months, the Coach Core 'identity' has been a real focus for the programmes team that has led to the establishment of:

- A 'golden thread' of ethos and connectivity that runs through of every programme.
- A review of the current Level 2 education content to ensure it is fit for purpose for apprentices, employers and the local community alike.
- New partnership working with key sector partners to create more opportunities for Coach Core apprentices, but also a closer connection with the wider sector. This includes memberships to UK Coaching and CIMPSA.
- Creation of new 'Development Weeks' for apprentices, to support their personal and professional development. We are working with partners such as the The Money Charity, YGAM (a gambling addiction charity) and Careers in Sport, amongst others, to provide additional learning experiences for apprentices. Our thanks to all of them for their support to date.
- The new Level 3 qualification, and exploration with sector partners and bodies as to where Coach Core is most needed in the next 5 years. This ensures stronger, more consistent career pathways for the young people and better clarity for employers and partners who wish to bring new, diverse and long-term workforce solutions into the business.

Whilst we will look to continue to source new opportunities for our apprentices, we will use this second year to fully implement and review our enhanced education plans.



#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.




How we're doing

As schools and community clubs resumed their classes and practices, we were delighted to see the levels of coaching begin to rise. We know that the ability for apprentices to interact with their communities and put their learning into practice has been critical for our young people.

However, the lower number of apprentices joining the programme (as outlined in the previous sections), along with the gradual resumption of sporting activities as part of the pandemic recovery measures means that the number of coaching sessions over the last 12 months (March 31st 21 to 1st April 22) has been significantly impacted. 19,219 coaching sessions with 241,769 participants were recorded compared to pre-pandemic levels this is a 48% and 62% reduction respectively. This demonstrates the challenge faced however we have chosen to maintain the target to present the growth plans and comments from our key stakeholders.

It is worth noting that the additional challenge our teams faced across FY22 was that evidencing sessions was not a priority for employers during this time, and so reporting also became infrequent or inaccurate, something we have now worked to rectify moving forwards.



[Coach Core] has grown significantly from the first cohort to the second and there is an ambition to grow this further across West and South Yorkshire. It has given us the opportunity to enhance our relationship with partners and make an impact on the future of young people, whilst also supporting our wider ambitions to tackle inactivity and create more grassroots sports opportunities.

**Lauren Havercroft,
Yorkshire Sport Foundation**



Key feedback from the year:

“THE REAL POSITIVE OF 2021 VERSUS 2020 HAS BEEN SEEING THE APPRENTICES LEAVE LOCKDOWN AND BE ABLE TO GET OUT THERE AND SHOWCASE WHAT THEY CAN REALLY DO, AS WELL AS DEMONSTRATING TO THE LOCAL COMMUNITY JUST WHAT AN ASSET THEY CAN BE. AS A LEARNING COACH, ITS EVERYTHING I’VE WANTED FOR THEM”



Keeping the Learning Coaches engaged and part of the journey was critical for us so that they felt included and central to plans short and long term. They are so invested in each programme they work with that their feedback and development became a key focal point for the charity across 2021-22.

“OUR APPRENTICE HAS BECOME AN INCREDIBLE ROLE MODEL TO THE KIDS SHE COACHES. WHILST SHE HAS A NUMBER OF DEVELOPMENT POINTS SO EARLY IN HER CAREER JOURNEY, SHE IS ABLE TO BOND AND INTERACT WITH THE PARTICIPANTS FROM THE LOCAL ESTATE IN WAYS THAT EVEN US SENIOR COACHES CAN’T”.



An ongoing strength of Coach Core’s, this relatable role model element really came to the fore in the feedback we received from employers in the last year. This is not just linked to their coaching, but also for some, the wider community activities they undertook such as food bank distribution, supporting mental health initiatives and local physical activity events.

“I FEEL THE RESTRUCTURE AND EXTRA RESOURCES WE ARE PROVIDING HAS ALLOWED THE COACH CORE TEAM TO BETTER CONNECT WITH APPRENTICES AND REALLY ENHANCE THEIR COACHING QUALITY AND ALSO THEIR UNDERSTANDING OF THE NEEDS OF THE LOCAL COMMUNITY”



We have been delighted that the initial feedback linked to our restructure has been received so positively and is having an impact already. How we build on this is something we will now explore.

What we’ll do moving forwards...

- Implementing a new and more user friendly reporting system, we will work with employer partners to recover as much ‘lost data’ from FY22 as we can.
- We will better educate both apprentices and employers to help them understand the importance of accurately tracking their coaching impact.

We are being challenged to report:

- a) What types of sessions are being led or assisted by the apprentices
- b) How many hours they are supporting in the local community
- c) Participant feedback, to evidence the quality of coaching sessions
- d) The wider impact of sessions on the local community

Whilst these key points are in the gestation stage, we are reviewing how some of the latter elements influence our approach to our final section: insights.



#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 we have a powerful platform 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.



How we're doing

The youth board

We were extremely proud to launch our inaugural Youth Board in April 2021. We wanted to provide a formal, reciprocal arrangement that benefitted young people, the charity and hopefully the wider sector too.

The ambitions for this board are:

- 1) To create roles where young people can continue their learning and development in the charity and/or sports for development sector.
- 2) To create roles that support and develop their leadership and continuous professional development ambitions.
- 3) To create greater connection and insight to and from our programmes so that we can continue to plan and operate with our young people at the heart of everything we do.
- 4) To create a formal group of young advocates for the charity who will support our cause short and long term in a variety of ways.
- 5) To develop future trustees for the charity sector. At a time where 0.5% of charity trustees are 18-24 and two thirds are over 50 years old, we feel we have a role to play in changing this statistic.

Our actions:

- Employed formal recruitment policies and procedures akin to those used with our main trustee board (job description, formal advert, interview process)
- Created a shortlist based on experiences and demographic diversity (age, location, ethnicity, disability, sex)
- Reserved 2 of the 10 seats for 'non-Coach Core' apprentices or graduates, to gain the views and insights from young people working with other charities / organisations.
- Gained signed agreements, along with all key governance documents, from each member committing to attending quarterly meetings and attending any key Coach Core events.



The youth board

The first year was an important pilot with ambitions largely met. However there were some key learnings for us including:

- Keeping them engaged and connected online, our first face to face meeting was in December 2021.
- Managing expectations, it took some time to ensure we had the right blend of development opportunities that was manageable alongside their other commitments.
- Ensure they had ownership of key projects, moving forward the youth board will identify key projects they will lead with the support of the Coach Core staff team each 12 month period.
- Giving a voice to every young person, moving forward we will create more leadership roles in every programme we launch that feed into the Youth Board.

The intention is to also create a 'floating Chair' role where by anyone who has served one year can apply to now serve as a shared Chairperson who also has a seat in the quarterly Coach Core trustee board. We feel that it is right that the voice and feedback of our young people is heard at the main board level directly, and continues to support their development as a trustee too.

Our research and insight

In 2021, our restructure introduced a first, dedicated Research and Insight role. There was an immediate impact across the charity including:

- New systems and ways of working, including maximizing our CRM and digital platforms.
- The roll out of the Sport for Development Coalition collective survey tool, which was integrated into our own data collation methods.
- Surveys and feedback gleaned from employers, partners and young people to further shape our work.
- Upskilling Learning Coaches to ensure they understand the importance of accurate data collection locally and support the collection of this information on our behalf.
- New and exciting links with academics for formal evaluation work now underway and helping support wider sector projects linked to 'on the ground' insight.
- Development of our Theory of Change and area logic models to better understand how we communicate our social value and the long-term social impact.

"THE LAST 12 MONTHS HAS BEEN ALL ABOUT SETTING UP THE INFRASTRUCTURE FOR THE FUTURE!"



Key feedback from the year:

“THE CHANGE IN MONITORING AND DATA COLLECTION HAS BEEN A REAL STRENGTH TO ENSURE ARE NOW COLLECTING EVEN MORE ROBUST INFORMATION THAT HIGHLIGHTS THE IMPACTS OF OUR PROGRAMMES.”



There has been significant work, not only to establish better ways of working and more consistent approaches, but also to work with partners to understand the full impact of Covid19. Building on our 2020 and 2021 surveys, we want to ensure we are collecting the right data and supporting our young people and partners as best as we can.

“WE NEED TO DRAW UPON EVEN MORE DATA AND INSIGHT FROM OUR TEAMS SO THAT WE CAN SHAPE OUR FUNDING CONVERSATIONS ACCORDINGLY AND NOT MISS OUT ON BIDS THAT PERHAPS WE COULDN'T EVIDENCE PREVIOUSLY”



This is a critical piece of feedback. We know we want to improve how we are tracking and evidencing the wider social return on investment so that we can establish ourselves as a true social mobility charity, and not just one that operates in the sport for development space.

“THE STRATEGY HAS REALLY HELPED US UNDERLINE WHO YOU ARE AND WHAT YOU DO, BUT I WANT TO HELP COACH CORE MORE BY SHOWING OTHERS JUST HOW UNIQUE AND DIFFERENT YOU ARE TO OTHER CHARITIES”



It is clear we are a work in progress when it comes to how we are communicating our work. We are investing more into our digital and communications so that we can tell more stories, more often and more impactfully.

“I'VE LOVED BEING PART OF THE YOUTH BOARD. I REALLY FEEL LIKE WE ARE VALUED AND MAKING A DIFFERENCE FOR FUTURE COACH CORE APPRENTICES BUT ALSO ITS HELPED ME KEEP BUILDING MY OWN NETWORK TOO”



We know there is still so much more potential for all parties with our Youth Board, but as mentioned previously, we have been delighted that the first cohort have had a positive experience in the main, and that we have certainly already benefitted from their insight these past 12 months.

What we'll do moving forwards...



Take the learnings from our first year and ensure that we create even greater opportunities and projects for our Youth Board.



Hire any new Youth Board members that wish to join those applying for a second term, and also establish who will be part of the 'floating Chair' role that can feed into our main board from Summer 2022.



We have commissioned a study with the University of Gloucestershire to understand more about our programmes and the differences we are having in their lives, and in their employer organisations. We will commit to publishing and sharing the findings of this accordingly.



We will continue to work with employers to fully implement the new reporting procedures.



We will work with key sector partners to establish greater insight as to the areas of need and the groups of young people we should be working with so as to always ensure we are bringing the Coach Core offer to young people that need the opportunity most.



Final summary

There can be little doubt that 2022 – 2023 represents an opportune moment for Coach Core to establish itself as a key charity in the sector by enhancing and growing our work, whilst also using the tenth anniversary to reach new audiences. There have been many plans and projects delayed or disrupted due to the last 24 months, but the team are confident that Coach Core is needed now more than ever, and so we are excited to scale up our operations accordingly.

We are also cognisant of the current financial climate and that fundraising will be a challenge for many, if not all, charities throughout this time. Our strategy has allowed for conservative budget planning across the next financial year to reflect this. However, the new 5-year agreement with Sport England, alongside our existing supporter base, allows us to have the foundation from which to build and grow our ambitions accordingly.

We position ourselves as a charity that relies and thrives on true collaboration. As such, we will always commit to listening to the voices of those that matter most and responding to their needs as best as we possibly can.

We will continue to report in a transparent and insightful way, whilst also ensuring we remain part of the wider conversation linked to social mobility, Apprenticeships and how young people can play an integral role in our sector and society in general.

"I'M INSPIRED BY MY COLLEAGUES COLLECTIVE STRENGTH, DESIRE AND COMMITMENT AND I THINK 2022 PRESENTS A REAL CHANCE TO DRIVE MEANINGFUL STEP CHANGE FOR THE CHARITY"



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.



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