



Coach Core Foundation

Year 1 strategy report
August 2022



An introduction

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.

GARY LAYBOURNE, CHIEF EXECUTIVE OFFICER.

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) Our sites

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 Middlesbrough & 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.



2) Our support

- We're continuing to grow and diversify supporter base and income towards our 15% target by 2024.
- Unable to grow our income by 15% for FY22 but we were able to boost the number of supporters by 43%
- Further multiyear support from Sport England has now been announced, with Coach Core attaining a 5-year 'Systemic Partner' role and £1.66m of funding.
- 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.



3) Our Apprentices

- On track towards our target of 1000 apprentices by Spring 2024 with the current number sitting on 726.
- Increased focus on the types of young people we are supporting focusing on: Women, Ethnically Diverse Groups and those living in the top 30 most deprived UK wards to a minimum of 50% in each category, plus a target of 25% for those identifying as having a disability. We will also introduce new targets linked to social mobility and their parental/carer status too.



4) The Community

Challenge to report on Coaching sessions and interactions due to the effects on the pandemic and employer reporting. We're looking at new ways to gather the data whilst having a focus on:

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



5) Insights

During this past year we've focused on;

- New systems and ways of working, including maximizing our CRM and digital platforms.
- Upskilling learning coaches.
- Partnerships working including the introduction of the collective survey tool alongside the Sport for Development Coalition.
- New Academic review of the programme
- Development of our theory of change.

Key stats:

Item	All time	Added during Year 1 (April 1st 2021- March 31st 2022)	Target (by 2024)
Sites*	19	4	20
Apprentices	726	63	1000
Employers	170	23	200
Success Rate**	86%	64%	90%

*Language changing to programmes see full document for details

**Includes completers and leavers moving into positive exit routes.

Our details:



Registered office:

The Oval Cricket Ground, Kennington, London, SE11 5SS

Chief Executive Officer: Gary Laybourne



Chairman: Edward Wray

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



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