



The Coach Core Foundation

Annual Report 2021-2022

**Report of the trustees and financial statements for the year ended
31st March 2022. Audited by GBJ LLP.**

UK Charity Number: 1186782

Contents

3	Trustees statement and introduction to Coach Core
4	Charity reflections for 2021 - 2022
5 - 6	Our objectives 2022 – 2025 and our strategy summary – Year 1
7	Our operations 2021 – 2022
7 - 12	Looking forwards
13	Our prospects
13 – 14	Governance, diversity, and inclusion
15	Charity governance code
15 - 16	Safeguarding
17	Data protection and information security
17 - 18	Fundraising compliance
18	Our people
19 – 20	Finance review
21	Statement of trustee’s responsibilities
22 - 24	Report of the independent auditors to the trustees of Coach Core Foundation
Accounts	
25	Statement of financial activities
26	Balance sheet
27	Cash flow
28	Notes to the cash flow
29 - 36	Notes to the financial statements
37 – 38	Detailed statements of financial activities

Trustees statement

The Trustees present their annual report and financial statements for the period ended 31 March 2022.

The accounts have been prepared in accordance with the accounting policies set out in the constitution, the Charities Act 2011, and in line with the '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 and these financial statements encompass our second year of audited accounts.

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. Since the charity began in 2012, we have provided apprenticeships for 791 young people and have delivered 161,000 coaching sessions to 2.8 million coaching participants.

We use Level 2 and Level 3 Apprenticeships to allow an accessible way for disadvantaged 16 to 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, allowing 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

Charity reflections for 2021-2022

Like so many charities, 2021-22 was an incredibly challenging time as we recovered from the implications of the pandemic. Transitioning from The Royal Foundation to a stand-alone charity in April 2020 presented many challenges for the team that continued to be felt throughout the first year of our new strategy. However, thanks to the significant hard work of the team, the strength of the trustee board and the generosity of our supporters, Coach Core managed to achieve significant success and growth throughout this time.

2021-22 saw 5 cohorts reach the end of their Coach Core journey in our London, Essex, Leeds, Middlesbrough, and Bristol programmes. Of the 71 apprentices that started during this incredibly challenging time, 50 succeeded in gaining employment / completing their Apprenticeship (70%) with 14 of these learners gaining a distinction with their qualification. Our last full year prior to Covid saw Coach Core regularly progressing 90%+ of its learners to successful completion and exit routes right for them. Whilst this current success rate is clearly not at this level, we feel this was still an extremely successful yield in difficult circumstances and strengthened our resolve to return to pre-pandemic levels of success as soon as we are able to.

Our growth can be measured in a number of ways, not least:

- A) **Programme growth** – 5 new programmes and 52 apprentices as follows:
 - Our third Birmingham cohort with 11 new apprentices and our second Tyne and Wear cohort with 19 new apprentices.
 - New programme sites in Surrey and Sussex that saw 16 new apprentices start their journey with Coach Core
 - Our first ever move from the traditional Level 2 Apprenticeship to pilot the new Level 3 Community Sports Health Officer with a pilot group of 6 learners in Tyne and Wear.
- B) **Team growth** - we expanded the team from 5 members in our first year, to 7 in this year and have secured funding to grow to 10 team members in our next financial year (FY23). This aligns with our operational policy of remaining lean and as a facilitating organisation first and foremost so that investment can be felt further through our programmes/our impact.
- C) **Our offer** – we strengthened the number of partnerships, the content and quality of our education and the support network we can provide to ultimately enhance the Coach Core offer to each apprentice.
- D) **Our sector position** – we established two new, formal working groups.
 - one formed of former apprentices, employers and education-workforce leads that can give greater insight to our programme offer and how we can shape future working around the needs of the sector
 - another group formed solely of National Governing Bodies where we convene and coordinate sharing, insight and collaborative working that we hope ultimately results in more diverse workforce strategies.
 - We also continued to have a presence in a number of key sector boards, steering groups and wider projects. This included chairing the Sport for Development Coalition employability group and key roles on Cimsa and Sport England workforce panels.
- E) **Recognition of our work** - Coach Core won the prestigious 'Transforming Lives' award at the 2021 UK Coaching Awards as well as the 'Apprenticeship Diversity' award at the 2021 FE Week and AELP AAC Apprenticeship Awards too.
- F) **Our strategic growth** - we also reviewed the success and implementation of our first ever strategy, once again taking the views of our team, our trustee board, our partners, and our young people to ensure we challenged ourselves and that our ambitions were still fit for purpose. We will expand upon this in the next section.

Our objectives: 2022 – 2025

- 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.
- 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.

For more information on our history, our operations, and charitable ambitions, please visit www.coachcore.co.uk/about-us

Our strategy summary – Year 1

Established in Spring 2021, the Coach Core Foundation strategy published the 5 key pillars, and 10 targets therein, 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.

A summary of our 3-year targets (2021-2024) and their updated status as follows:

Target Pillar	Target #1	Target #2
1) Our sites	To grow from 150 to 200 employers in the next 3 years.	To grow from 15 UK sites to 20 during this time.
Status	Target remains	Target reviewed: the priority is now on the number of apprentices supported and programmes launched versus purely geographical growth.
2) Our support	15% increase in funding diversity	Re-establishing a success rate of 90%+ by 2024. Currently at 73% due to the impact of Covid, we deem 'success' as our apprentices progressing into a formal, positive exit route that is right for them.
Status	Target remains but we have provided greater clarity on this to challenge ourselves to grow our total annual income by 15% each year and the total number of funders by 15% too.	Target remains

Target Pillar	Target #1	Target #2
3) Our apprentices	To have supported a minimum of 1,000 total learners by 2024	Attaining a 50% target for underrepresented groups over the next 3 years
Status	Target remains	<p>Target reviewed: we did not feel the original target was explicit enough to:</p> <p>a) differentiate the different socio-economic groups with enough clarity</p> <p>b) challenge ourselves to drive greater opportunities for these different audiences versus the national averages per group.</p> <p>To read more on this, please review page 7 of this report and page 21 of our Year 1 Strategy Paper.</p>
4) The community	To reach a total of 150,000 coaching sessions enabled/led by our Coach Core apprentices since 2012.	To have provided sport and physical activity to 2.5 million beneficiaries in the community since 2012.
Status	Target remains	Target remains
5) Insights	To begin to accurately measure and evidence the social return on investment (SROI) of Coach Core.	To introduce the Coach Core Youth Board to gain formal insight from young people, continue to support and develop their growth and provide trustees for the future.
Status	<p>Target remains – 2021-22 was an exploration of the different organisations, tools and systems available to ensure we utilise the right methodology and processes both for the charity, but also to provide robust data and insight externally too. With this in place, 2022-23 will be a case of embedding this before reviewing its effectiveness and impact in 2023-24.</p>	<p>Target reviewed: Youth Board now instilled with Year 2 group beginning in 2023. Rather than mark as ‘complete’ we will now build on this further with an aspiration for greater insight, learning and opportunities for all.</p>

In the main, we feel we are working successfully towards each of these targets and have provided a full account of our progress in our first-year strategy review.

If you would like to read this, please visit www.coachcore.org.uk/our-stories/strategy-review-year-1/

Our operations 2021 - 2022

In terms of our operations in this financial year, it has very much been about the road to recovery. The following table gives you an indication of this:

	April 2019 – March 2020	April 2020 – March 2021	April 2021 – March 2022
Programmes	Glasgow, Manchester, Derbyshire, Tyne and Wear, Berkshire, Bristol, Leicester	Leeds, Middlesbrough, London, Essex	Sussex, Surrey, Tyne and Wear L2, Tyne and Wear L3, Birmingham
Total Apprentices	109	71	52
Completed	79	50	TBC
Completion rate	72%	70%	88% on track for completion
Overall success rate including those going into positive exit routes	76%	64%	Watch this space!

As this shows, the Covid19 impact on our learners accessing our programmes, and then being retained on our programmes, has been significant. The cost-of-living crisis deepens at time of writing, and we are starting to see young people not being able to afford to take Apprenticeship roles and others having to seek alternate means as the financial implications take hold.

A recent Department for Education report showed that there was a 53% and 47% dropout rate for Apprenticeships nationwide in 2019-20 and 2020-21 respectively. Clearly, we have also experienced a significant attrition to our learner numbers during this time but given who we target, we feel our performance in those first 12 months, and the immediate recovery we have enjoyed in 2021-2022 is something to be proud of. Our overall success rate of 86% is still very high and will continue to work towards our target of 90% success rates once more.

Looking forwards

Our focus, against these pillars, for 2022-2023:

1) Our sites

We have redefined our operational ways of working from sites and programmes in specific city locations, to now wider geographic hubs and regions with programmes operating across them.

This will allow:

- 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.*

We will also:

- 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) **Our Support**

We define this as:

- a) How we support and progress our apprentices into successful exit routes right for them.
- b) Our fundraising activities to support our young people (please see the Fundraising summary for more on this)

a) **Supporting apprentices to a successful exit route**

We have established a National Partnerships Manager role that has already fostered partnerships with a number of organisations that could support 'post Coach Core' opportunities and guidance.

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 Section 3, we will explain how we have enhanced our education offer, to better appeal to young people, improve their experience and how we have provided even greater levels of support to young people during and after their Apprenticeship.

b) **Fundraising summary**

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.

Whilst the fundraising environment was extremely challenging the charity is grateful for the continued support from a number of funding partners, which along with opening reserves has enabled the charity to keep moving forward.

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. Clearly, we have been unable to meet our 15% growth target in terms of additional income into the charity. However, we have seen a 43% increase in the number of donors from 2020-21 including a 66% uplift in trusts and foundation donations, and a 107% boost of individual supporters.

There is no denying that the Covid 19 pandemic has challenged both of our support targets. However, we remain optimistic that Coach Core will work towards its target to grow and diversify our supporter base and income, so that both increase 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 communications 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 forward 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).

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:

**Collinson
Didymus CIO
John and Freda Coleman Charitable Trust
Shanly Foundation
The 29th May 1961 Charitable Trust
The Frankham Charitable Trust'
The Barratt Foundation
The Barr Foundation
The Charles Lewis Foundation
The Gibbons Family Trust
The Lawson Trust
BMS Group
The Edward and Catherine Wray Charitable Trust**

3) Our apprentices:

We felt that our previous target of 'supporting up to 50% of under-represented groups' simply wasn't robust or specific enough. We wanted to review and amend this based on:

- *Looking at what constitutes each underrepresented group*
- *How we are tracking and recording our data linked to this*
- *How we are supporting each of those groups individually*
- *How we fare against national averages, and then setting our targets accordingly.*

This was a hugely valuable piece of work that has allowed us to now redefine this target as follows:

- a) **Female apprentices** - Currently at 1 in 3 learners, we want to bring this to 50%. We also want to understand more around the barriers to accessing the programme for women and girls too
- b) **Ethnicity** - Overall we are aiming for 1 in 3 learners to come from a non-white ethnic group. We will take a more local based approach to understanding which programmes are attracting young people from diverse communities compared with local demographic statistics.
- c) **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%.
- d) **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. We are currently working with sector

experts on what target number we should be setting against our wider apprentice population and will report back on this in our next annual report.

- e) **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. As above, this is a new metric for us and we want to ensure that we challenge ourselves fairly and accurately, so will state our target and progress in the next annual report.
- f) **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 the power of Apprenticeships, in its widest sense, to enable true social mobility.

- As a 5- year Systemic Partner of Sport England from April 2022, 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 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.

Finally, we will be building on our refreshed approach to supporting under-represented groups. We will achieve this through:

- Using our new hub approach to target and support more under-represented individuals across a broader region.
- Widening 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 have opportunities and support that we can collectively provide.
- Enhanced partnerships, 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.
- Commitment to training and developing our own staff to ensure our own knowledge and approach is in keeping with the latest research and recommendations.

We are also focussed on enhancing the quality and depth of the education we provide our apprentices to give them best possible skills, knowledge and resumés in their time with us. One of the key things we are hoping to instigate this year is the introduction of 'Employment Coaches'; dedicated staff members who work locally to support and develop 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.

There has been significant change and introduction of new projects and ways of working, so Year 2 for the education team is very much about allowing this to fully bed in and evaluate the success of these interventions.

4) Our Community

Since 2016, Coach Core has tracked 'the ripple effect' of our programmes. This ultimately means how many coaching sessions our apprentices enable, and how many people attend those sessions. Whilst our learner numbers in each area are relatively small (up to 20 apprentices in a given programme), their impact on the local community tends to be significant. Each apprentice brings sport and physical activity to an average of nearly 4,500 participants in the communities that need this provision the most.

There was significant review and reflection for our Data and Insight Manager throughout 2021-2022. The disruption to reporting throughout Covid was clearly significant, but this area had to take reduced priority as we aimed to help our employers survive and support their apprentices. However, the last year afforded us the chance to understand how we can simplify and improve our processes and procedures to create a more robust, engaging and quality data-evidence gathering system.

By now implementing a new and more user-friendly reporting system, we will work with employer partners to recover as much 'lost data' from 2021-22 as we can.

We will also 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.

Finally, we also want to work with more academic institutions to line up our next independent evaluation to ensure we take the learning from unbiased, critical perspectives and hope to further demonstrate the power of Apprenticeships to the wider sector through their recommendations.

5) Our Insights

- a) **Youth Board** – after a successful pilot year, we have gleaned some useful feedback and learning ahead of the next cohort who start their journey in 2022.

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.*

As stated, 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.*

Going forwards, the intention is to also create a 'floating Chair' role whereby 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 main board level directly and continues to support their development as a trustee too.

- b) **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:
 - 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.
 - 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.

We have mentioned already our ambitions to ensure the new reporting systems now have time to be fully implemented, and that we wish to engage with academia to independently evaluate our work. However, we will also 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.

Future prospects

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.

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, Director of Development

As of 31st March 2022, The Coach Core Foundation employs a total of 9 staff.

Registered address	Independent Auditor	Principal Bankers
The Oval Cricket Ground, Kennington Oval, London SE11 5SS.	GBJ Chartered Accountants 27 Hatchlands Rd, Redhill, Surrey, RH1 6RW	Barclays Bank Plc Registered at: 13 Artillery Row, London SW1P 1RH

Our financial services are a third party, independent company, previously HW Fishers (Acre House, 11-15 William Rd, London NW1 3ER), and as of 1st April 2022, Cadence Accounting (Suite 3, 157 Station Rd E, Oxted RH8 0QE)

Diversity and inclusion

The Foundation 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 Coach Core Foundation Equality and Diversity policy is available on request.

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.

Safeguarding

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

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:
 - *Employed staff: undergo annual enhanced DBS check and safeguarding training every 3 years.*
 - *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 The Foundation
 - 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.

Safeguarding focus for 2022-2023

A significant GDPR review of the charity's policies and procedures was undertaken in 2021-22. The findings of this show that The Foundation is compliant in many areas but that we still have some additional elements that we can provide greater clarity on. We will work with those findings to ensure the data of individuals remains safeguarded and protected at all times, and that we have an effective deletion process should this be required.

We also undertook a full review of how our partners and young people engage with our updated safeguarding policies and procedures and found that there is still an education piece to be carried out that defines clearly how reports what, to whom, and when.

Many staff will be due their 3-year renewals and we will work to make this as engaging and impactful as we can. We will also continue with our introduced quarterly, all organisation safeguarding meetings to embed the culture frequently with all staff.

Coach Core Learning Coaches [tutors] have now been trained to deliver formal safeguarding training that leads to a recognisable qualification for our apprentices. Not only does this save employers money but it means that we can deliver training shaped around the specific needs and environments of our apprentices.

We will continue to 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/>

Data Protection and Information Security

Coach Core 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.*

Our Data Impact Manager has already implemented robust policies and procedures to effectively 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.

As mentioned in the previous section, we have worked with an independent expert, and gleaned the feedback from the above technology company, and our insurers, to create a robust recommendation as to the things The Foundation does well, and the areas where we can improve upon our practice.

Fundraising Compliance

The Foundation has two employed development staff members: a Director of Development and a Fundraising Officer, with a new post for 2022-23 taking us to three.

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. Our first experience of this was in October 2020, where we contracted a project with 'Remarkable Partnerships' who helped Coach Core establish a corporate fundraising strategy and identify potential organisations we may wish to target. At no point did they represent The Foundation 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.

We use a software platform, Salesforce, to effectively but safely, log the details of all our donors and supporters. These details are not available nor shared outside of the charity.

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 The Foundation in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time.

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

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-ones 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*
- *Education offer*
- *Methods of support and wellbeing services*
- *Wellbeing services*
- *Funding available*
- *Partnerships and how we interact with them.*

Our people focus for 2022-2023

- A new salary scale was introduced in 2021-22 and this has allowed staff to understand their potential trajectory as well as providing clarity on their salary progressions too. The board are committed to reviewing this scale frequently in line with the cost-of-living crisis and doubled the annual percentage of gross salary wage rises for 2022-2023.
- We will continue to work with external partners to better support our staff and provide wellbeing services that are made available to them.
- We want to ensure we bring our apprentices even closer to the charity through fundraising initiatives that truly involve them and educate them on the sports for development world.
- We will build on our education offer, creating stronger content, support and resources for our apprentices and providing membership to key bodies that will enhance their development and understanding of the wider sector.
- 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.

Financial Review

After approximately 7 and a half years operating as a programme of The Royal Foundation, on the 1st April 2020, Coach Core became an independent operational charity.

Despite the Covid-19 pandemic spanning the whole of the period under review the charity has made progress on several fronts. During 2020-21, 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. However, from April 2021 the office was re-opened, and the team have been working on the future development of the foundation.

Inevitably there has been a delay in completion of some of the programmes and in the launch of new Programmes. Despite these difficulties, during the period under review, programmes were completed in London, Essex, Middlesbrough, Bristol, Leicester, and Leeds with new programmes launched in Birmingham, Tyne and Wear, Sussex and Surrey. A second Leicester programme was also launched in March-April 2022.

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. As a result of the completion of several projects and for the final accounting for some projects completed in 2020-21, this has resulted in an unusually high level of underspend funds being returned to the charity in the period. The total amount of new grants made in the period was £228,000, but as a result of the funds recovered from other programmes the net grant payments in the year was £99,597.

The pandemic period and the immediate aftermath have been a challenging time in fund raising terms. Progress in 2021-22 was not at the level hoped but at the conclusion of the year a new partnership was entered into with Sport England to provide funding for the period 2022-2027. Along with pledges from other funders this enabled the foundation to move into the new year on a more secure footing.

All the programmes in progress at the end of the period are fully funded and the charity fundraising efforts in 2022/23 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 an orderly 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 was carried out 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. The cost of closure on March 31, 2022 is estimated at £75,000.

As at March 31, 2022 the charity had free reserves of £12,571 after deducting fixed assets of £4,698 from unrestricted reserves of £17,269. As a result of the new partnership with Sport England and commitments from other funders the trustees are of the opinion that the foundation is in a position to meet its commitments for the foreseeable future.

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 Treasurer has access to review the accounts, via our software platform, at any time but is not permitted to make changes. His recommendations may be given to the Chief Executive, The Chair and/or the financial services provider instead.

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 detailed 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 spanned the whole of the period 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 whom a new partnership commenced in April 2022.

The budget for the year to March 2023 has been developed with recognition of the operating environment and contains several areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed on a monthly basis.

Considering all factors, the Trustees consider that the level of cash reserves, along with future funding commitments is at an appropriate level to be of the opinion that Coach Core have adequate resources and funding to continue in operational existence for the foreseeable future. Accordingly, the Trustees are satisfied that the accounts can be prepared on a going concern basis.

Statement of Trustees' responsibilities

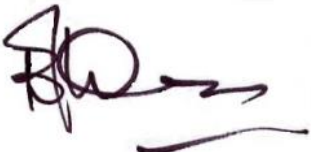
The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed 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, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity 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.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to 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.

Approved by order of the board of trustees on 9 December 2022 and signed on its behalf by:



Edward Wray
Chairman of the Board of Trustees, Coach Core Foundation

Report of the independent auditors to the trustees of Coach Core Foundation

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and 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 (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 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial

statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We enquired of management concerning the Charity's policies and procedures relating to:

- the identification, evaluation and compliance with laws and regulations;
- the detection and response to the risks of fraud; and
- the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

The Charity is subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to

occur; United Kingdom Generally Accepted Accounting Practice, the Charities Act 2011, tax legislation, anti-bribery legislation, GDPR and employment law.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

- journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
- revenue recognition and the timing of income and grants payable
- potential management bias in determining accounting estimates

It is the audit partner's assessment that the audit team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

We obtained an understanding of the Charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement. We also considered the effectiveness of the Charity's control environment to identify and prevent any irregularities and fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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.



GBJ LLP
Statutory Auditor
Sterling House
27 Hatchlands Road
Redhill
Surrey
RH1 6RW

9 December 2022

COACH CORE FOUNDATION

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

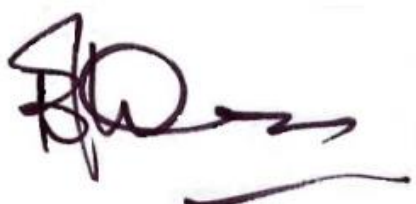
	Notes	Unrestricted fund £	Restricted funds £	Year Ended 31.3.22 Total funds £	Period 5.12.19 to 31.3.21 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	167,861	110,000	277,861	1,161,740
Investment income	3	32	-	32	23
Other income		<u>1,894</u>	<u>-</u>	<u>1,894</u>	<u>13,808</u>
Total		<u>169,787</u>	<u>110,000</u>	<u>279,787</u>	<u>1,175,571</u>
EXPENDITURE ON					
Raising funds	4	88,192	-	88,192	60,167
Charitable activities	5				
Sports and coaching programmes		<u>131,944</u>	<u>337,817</u>	<u>469,761</u>	<u>645,016</u>
Total		<u>220,136</u>	<u>337,817</u>	<u>557,953</u>	<u>705,183</u>
NET INCOME/(EXPENDITURE)		(50,349)	(227,817)	(278,166)	470,388
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>67,618</u>	<u>402,770</u>	<u>470,388</u>	-
TOTAL FUNDS CARRIED FORWARD		<u><u>17,269</u></u>	<u><u>174,953</u></u>	<u><u>192,222</u></u>	<u><u>470,388</u></u>

COACH CORE FOUNDATION

**BALANCE SHEET
31 MARCH 2022**

	Notes	Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	11	4,698	-	4,698	4,373
CURRENT ASSETS					
Debtors	12	-	61,583	61,583	33,711
Cash at bank		<u>35,857</u>	<u>136,946</u>	<u>172,803</u>	<u>543,132</u>
		35,857	198,529	234,386	576,843
CREDITORS					
Amounts falling due within one year	13	<u>(23,286)</u>	<u>(23,576)</u>	<u>(46,862)</u>	<u>(110,828)</u>
NET CURRENT ASSETS		<u>12,571</u>	<u>174,953</u>	<u>187,524</u>	<u>466,015</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>17,269</u>	<u>174,953</u>	<u>192,222</u>	<u>470,388</u>
NET ASSETS		<u>17,269</u>	<u>174,953</u>	<u>192,222</u>	<u>470,388</u>
FUNDS	14				
Unrestricted funds				17,269	67,618
Restricted funds				<u>174,953</u>	<u>402,770</u>
TOTAL FUNDS				192,222	470,388

The financial statements were approved by the Board of Trustees and authorised for issue on 9 December 2022 and were signed on its behalf by:



Edward Wray
Chairman of the Board of Trustees, Coach Core Foundation

COACH CORE FOUNDATION

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(367,595)</u>	<u>548,696</u>
Net cash (used in)/provided by operating activities		<u>(367,595)</u>	<u>548,696</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(2,766)</u>	<u>(5,587)</u>
Interest received		<u>32</u>	<u>23</u>
Net cash used in investing activities		<u>(2,734)</u>	<u>(5,564)</u>
Change in cash and cash equivalents in the reporting period			
		<u>(370,329)</u>	<u>543,132</u>
Cash and cash equivalents at the beginning of the reporting period		<u>543,132</u>	<u>-</u>
Cash and cash equivalents at the end of the reporting period		<u>172,803</u>	<u>543,132</u>

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(278,166)	470,388
Adjustments for:		
Depreciation charges	2,441	1,214
Interest received	(32)	(23)
Increase in debtors	(27,872)	(33,711)
(Decrease)/increase in creditors	<u>(63,966)</u>	<u>110,828</u>
Net cash (used in)/provided by operations	<u>(367,595)</u>	<u>548,696</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank	<u>543,132</u>	<u>(370,329)</u>	<u>172,803</u>
	<u>543,132</u>	<u>(370,329)</u>	<u>172,803</u>
Total	<u>543,132</u>	<u>(370,329)</u>	<u>172,803</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. 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.

Expenditure

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 a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

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

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

Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings - 33% on cost

Computer equipment - 33% on cost

Taxation

The charity is exempt from tax on its charitable activities.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022**

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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.

2. DONATIONS AND LEGACIES

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Donations and gifts	277,861	1,161,740

3. INVESTMENT INCOME

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Deposit account interest	32	23

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

4. RAISING FUNDS

Raising donations and legacies

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Staff costs	88,192	60,167

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Sports and coaching programmes	<u>322,223</u>	<u>99,597</u>	<u>47,941</u>	<u>469,761</u>

6. GRANTS PAYABLE

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Sports and coaching programmes	<u>99,597</u>	<u>349,100</u>

The total grants paid to institutions during the year was as follows:

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Berkshire	(4,800)	5,100
Derby	-	11,497
Leicester	-	70,000
Tyne & Wear	80,516	30,000
Manchester	(322)	1,700
Bristol	(5,263)	21,500
Leeds	(919)	57,250
London	(6,515)	39,870
Essex	(7,600)	50,000
Middlesbrough	5,999	52,882
Covid Relief	4,781	9,301
Birmingham	12,740	-
Sussex	39,092	-
Surrey	18,000	-
Devon	<u>(36,112)</u>	<u>-</u>
	<u>99,597</u>	<u>349,100</u>

During the year a number of projects were completed. Due to difficulties experienced during the Covid pandemic in some cases the number of apprentices completing the programmes was lower than originally contracted. In this situation the foundation is able to recover the amount advanced in respect of apprentices not completing the programme. This has resulted in a number of net recoveries of funds in the year.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Sports and coaching programmes	<u>25,723</u>	<u>349</u>	<u>21,869</u>	<u>47,941</u>

Support costs, included in the above, are as follows:

	Year Ended 31.3.22	Period 5.12.19 to 31.3.21
	Sports and coaching programmes £	Total activities £
Insurance	3,259	2,148
Telephone	2,832	2,308
Postage and stationery	2,306	348
Advertising	768	245
Sundries	-	8
Office supplies	1,584	1,710
Entertainment	1,247	97
Subscriptions	3,301	169
Interest	-	24
Travel and subsistence	10,426	170
Bank charges	349	-
Auditors' remuneration	16,342	12,887
Accountancy and legal fees	<u>5,527</u>	<u>1,333</u>
	<u>47,941</u>	<u>21,447</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the period ended 31 March 2021.

Trustees' expenses

During the year under review, travel costs incurred by a trustee, Ms E Usoro-Brown, were re-imbursed to the amount of £85.

9. STAFF COSTS

The average monthly number of employees during the year was 8 (2021: 7).

One employee received emoluments exceeding £60,000 (2021: none).

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	404,815	756,925	1,161,740
Investment income	23	-	23
Other income	<u>13,808</u>	<u>-</u>	<u>13,808</u>
Total	<u>418,646</u>	<u>756,925</u>	<u>1,175,571</u>
EXPENDITURE ON			
Raising funds	60,167	-	60,167
Charitable activities			
Sports and coaching programmes	<u>290,861</u>	<u>354,155</u>	<u>645,016</u>
Total	<u>351,028</u>	<u>354,155</u>	<u>705,183</u>
NET INCOME	<u>67,618</u>	<u>402,770</u>	<u>470,388</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>67,618</u></u>	<u><u>402,770</u></u>	<u><u>470,388</u></u>

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2021	653	4,934	5,587
Additions	<u>-</u>	<u>2,766</u>	<u>2,766</u>
At 31 March 2022	<u>653</u>	<u>7,700</u>	<u>8,353</u>
DEPRECIATION			
At 1 April 2021	167	1,047	1,214
Charge for year	<u>217</u>	<u>2,224</u>	<u>2,441</u>
At 31 March 2022	<u>384</u>	<u>3,271</u>	<u>3,655</u>
NET BOOK VALUE			
At 31 March 2022	<u><u>269</u></u>	<u><u>4,429</u></u>	<u><u>4,698</u></u>
At 31 March 2021	486	3,887	4,373

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		2022	2021	
		£	£	
Other debtors		61,583	23,000	
Prepayments		-	10,711	
		<u>61,583</u>	<u>33,711</u>	
13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		2022	2021	
		£	£	
Trade creditors		-	1,074	
Social security and other taxes		8,480	8,558	
Other creditors		2,124	1,070	
Grants payable		23,576	90,652	
Accrued expenses		<u>12,682</u>	<u>9,474</u>	
		<u>46,862</u>	<u>110,828</u>	
14. MOVEMENT IN FUNDS				
	At 1.4.21	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£
Unrestricted funds				
General fund	67,618	(50,349)	-	17,269
Restricted funds				
Sport England	226,153	(102,532)	-	123,621
The Royal Foundation	41,718	(41,517)	-	201
Collinson	10,130	(10,130)	-	-
Temasek/Sport England Covid Relief	35,499	(4,781)	(19,800)	10,918
Other	89,270	(49,057)	-	40,213
Temasek	-	(19,800)	19,800	-
	<u>402,770</u>	<u>(227,817)</u>	<u>-</u>	<u>174,953</u>
TOTAL FUNDS	<u>470,388</u>	<u>(278,166)</u>	<u>-</u>	<u>192,222</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

14. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	169,787	(220,136)	(50,349)
Restricted funds			
Sport England	-	(102,532)	(102,532)
The Royal Foundation	-	(41,517)	(41,517)
Collinson	50,000	(60,130)	(10,130)
Temasek/Sport England Covid Relief	-	(4,781)	(4,781)
Other	24,000	(73,057)	(49,057)
Britford Trust	16,000	(16,000)	-
Temasek	20,000	(39,800)	(19,800)
	<u>110,000</u>	<u>(337,817)</u>	<u>(227,817)</u>
TOTAL FUNDS	<u>279,787</u>	<u>(557,953)</u>	<u>(278,166)</u>

Comparatives for movement in funds

	Net movement in funds £	At 31.3.21 £
Unrestricted funds		
General fund	67,618	67,618
Restricted funds		
Sport England	226,153	226,153
The Royal Foundation	41,718	41,718
Collinson	10,130	10,130
Temasek/Sport England Covid Relief	35,499	35,499
Other	89,270	89,270
	<u>402,770</u>	<u>402,770</u>
TOTAL FUNDS	<u>470,388</u>	<u>470,388</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

14. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	418,646	(351,028)	67,618
Restricted funds			
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	<u>124,325</u>	<u>(35,055)</u>	<u>89,270</u>
	<u>756,925</u>	<u>(354,155)</u>	<u>402,770</u>
TOTAL FUNDS	<u><u>1,175,571</u></u>	<u><u>(705,183)</u></u>	<u><u>470,388</u></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.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

COACH CORE FOUNDATION**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Year Ended 31.3.22 £	Period 2019 to 31.3.21 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	277,861	1,161,740
Investment income		
Deposit account interest	32	23
Other income		
Gift aid receivable	<u>1,894</u>	<u>13,808</u>
Total incoming resources	279,787	1,175,571
EXPENDITURE		
Raising donations and legacies		
Wages	79,989	53,595
Social security	5,520	4,925
Pensions	<u>2,683</u>	<u>1,647</u>
	88,192	60,167
Charitable activities		
Wages	216,965	170,794
Social security	22,969	15,576
Pensions	7,319	5,316
Sub contractors	2,045	-
Consulting	1,950	35,203
Rent	28,320	12,000
Event cost	2,928	6,369
Training and welfare	13,305	1,123
Computer and software	15,073	21,819
Kit costs	8,908	5,055
Fixtures and fittings	2,441	1,214
Grants to institutions	<u>99,597</u>	<u>349,100</u>
	421,820	623,569
Support costs		
Management		
Insurance	3,259	2,148
Telephone	2,832	2,308
Postage and stationery	2,306	348
Carried forward	8,397	4,804

COACH CORE FOUNDATION**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Year Ended 31.3.22 £	Period 2019 to 31.3.21 £
Management		
Brought forward	8,397	4,804
Advertising	768	245
Sundries	-	8
Office supplies	1,584	1,710
Entertainment	1,247	97
Subscriptions	3,301	169
Interest	-	24
Travel and subsistence	<u>10,426</u>	<u>170</u>
	25,723	7,227
Finance		
Bank charges	349	-
Governance costs		
Auditors' remuneration	16,342	12,887
Accountancy and legal fees	<u>5,527</u>	<u>1,333</u>
	<u>21,869</u>	<u>14,220</u>
Total resources expended	<u>557,953</u>	<u>705,183</u>
Net (expenditure)/income	<u><u>(278,166)</u></u>	<u><u>470,388</u></u>