



The Coach Core Foundation

Annual Report 2022 - 2023

**Report of the trustees and financial statements for the year ended
31st March 2023. Audited by GBJ LLP.**

UK Charity Number: 1186782

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Trustees statement

The Trustees present their annual report and financial statements for the period ended 31/03/2023.

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 third year of audited accounts. All accounts from inception can be found on our website: <https://coachcore.org.uk/about-us/annual-reports-and-accounts/>

Introducing Coach Core

Coach Core is a social mobility charity that uses sport and Apprenticeships to profoundly change the lives and prospects of young adults living and working in challenging areas. Since we launched in 2012, we have provided apprenticeships for **791 young people**, worked with over **200 sports for change employers**, and those inspiring young role models have then delivered an estimated **855,320 coaching sessions** to **11.97 million coaching participants** over the past decade!

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 traditional short-term interventions, 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 2022 - 2023

The Coach Core team and board of trustees will look back on these 12 months as arguably the most important, and the most successful period in our ten years. Despite a challenging recruitment and cost of living crisis, we were able to continue the growth of the charity in several ways, not least:

- The 'Coach Core 10' event in October 2022 that saw their Royal Highnesses, the Prince and Princess of Wales join a number of celebrities and apprentices, past and present, to celebrate a decade of Coach Core.
- We increased income from £279,787 in FY22 to £843,923 in the year to March 2023. This includes the first year of a new partnership with Sport England and also includes five new corporate partnerships, an increase to 82 individual donors from 73 the year before and several new initiatives and campaigns we hope to build on in 2023-24.
- This FY23 fundraising period supported the launch of:
 - 13 new programmes with 107 apprentices starting their journey on Coach Core.
 - We supported a total of 51 different employers, 53% of which were employing their first ever Coach Core apprentice.
 - 41% of our apprentices came from the Top 30% areas of deprivation in the UK and a third of all new apprentices identified as female.
- During the same period, 99 apprentices graduated from Coach Core [that had started in FY22], which represented a success rate of 69% from those that started, and of those that graduated:
 - 81% went into full time education / employment after the programme.
 - 21% gained distinctions; the highest quality mark you can be awarded on the qualification.
- We deem 'the ripple effect' as the coaching audience that our apprentices can work with across the term of their Apprenticeship. This is largely to primary school aged children in their local community but can extend to young adults through to the elderly, and across a variety of sports and physical activities. During the FY23 period the 206 total apprentices led or assisted an estimated 90,864 coaching sessions to approximately 1.27 million participants.
- The team was reshaped to introduce a formal Senior Management Team (SMT) to ensure better functionality and efficiency across the charity but also support the growth and pathways for colleagues currently and for the future. We also saw the team itself grow from 7 members to 10 entering FY24.

The appointment of a dedicated Social Media Officer enabled us to reach not just more people, but also launch new platforms and digital campaigns to better target our intended audience. We launched on TikTok - a social media platform with a young audience - in order to connect with potential and current apprentices and now have 25,500 views of our videos on there. Across all social media platforms, we've increased our number of followers by 16%, the amount of content we post by 14% and the engagement on those posts by 0.77%.

- We strengthened our reputation by winning some high-profile awards last year, not least the 'Apprenticeship Programme of the Year' at the 2023 Learning Awards and the 'Apprenticeship Equality, Diversity and Inclusion Provider' at the 2023 FE Week and AELP AAC Apprenticeship Awards. We also held the sixth annual Coach Core Awards which celebrated the achievements of our apprentices, employers, learning coaches and the unsung heroes of our programmes.

Our objectives: 2021 – 2024

In Spring 2021, Coach Core launched its first ever strategy. The consultation period included the voice of our young people, our employers, partners, trustee board and staff team to ensure we formed an ethos, mission, values set, and charity targets that were clear and agreed by all.

As we prepare to enter the final year of that strategy, whilst we have shaped and refined some of our targets based on the changing climate and feedback from our beneficiaries, we are proud that the underpinning ethics, framework, and overarching goals continue to drive the charity forwards.

- 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 2

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. As mentioned above, these were established by extensively surveying our staff, our trustee board, our partners, and our young people.

After completing the first full year of our strategy, we surveyed our programmes and our staff to check that our targets and ambitions were both fit for purpose and still challenged us in the right ways given the societal climate had shifted so dramatically once more in 2021-22.

Our annual report for FY22 detailed where we had adjusted our strategy targets and those that remained. A summary of those targets and our progress is 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	<p>Target attained: We have now reached 220 unique employers that have employed at least one Coach Core apprentice.</p> <p>We will continue to add to this across FY24.</p>	<p>Target amended: Our revised target became the number of apprentices supported and programmes launched versus purely geographical growth. The priority therefore shifts to Target #3 total apprentice numbers, and we can confirm that there have been 64 total programmes across the UK since 2012.</p> <p>However, for transparency, we have now established programmes in 18 UK locations (<i>London, Glasgow, South Wales, Nottingham, Essex, Manchester, Birmingham, South Devon, Middlesbrough, Bristol, Derbyshire, Tyne and Wear, Berkshire, Leicestershire, Surrey, Sussex, Leeds, Doncaster</i>) plus a National Level 3 programme with England Boxing that operates in multiple locations.</p>
#2 OUR SUPPORT	15% increase in funding diversity	Re-establish a success rate of 90%+ by 2024.
Status	<p>Target amended: we are on track, 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.</p> <p>In FY23 we have grown our income from £279,787 to £843,923 and our total number of donors has risen from 73 to 82 (20.5%).</p> <p>In FY22 we introduced the first specific fundraising strategy, and this has clearly yielded extremely positive results across the last 2 years.</p> <p>Building on the boosted profile we gained from the Coach Core 10 event highlighted previously, and an enhanced development team entering FY24, we will continue to challenge the growth and diversity of funding into the charity.</p>	<p>Target remains: We deem 'success' as our apprentices progressing into a formal, positive exit route that is right for them. With our model that focusses on mentoring and individual learner support, this was always way above national average despite us proactively targeting those that needed the opportunity most.</p> <p>The impact of Covid19 took us from previous highs of over 90% success rate down to the current rate of 73% over the last 2 years. However, despite the optimism post pandemic, the escalating cost of living challenge and difficult recruitment climate means this target is only getting tougher. We had 99 apprentices graduate from the programme during the FY23 period. This represents a success rate of 69% versus the number of total starters. The data tells us that it is hard to recruit and retain in a sector that does not pay salaries as high as other industries and/or the impact to things such as public benefits [by taking employment] present a real challenge for the U25's workforce.</p> <p>We will be focussing significant efforts to address this in the upcoming year and will continue to report transparently against our original target goal.</p>

<p>#3 OUR APPRENTICES</p>	<p>To have supported a minimum of 1,000 total learners by 2024</p>	<p>Attaining a 50% target for underrepresented groups over the next 3 years</p>
<p>Status</p>	<p>Target remains: At present we have supported 791 apprentices since 2012.</p> <p>Whilst we are extremely proud of this, as per the target update above, the recruitment climate remains extremely challenging for the upcoming year.</p> <p>If we are to attain our strategic target and find employment for at least 131 more young people, it will take significant intervention and investment.</p> <p>However, this strategic approach has already begun so we will endeavour to meet this strategic priority in FY24.</p>	<p>Target amended: Last year, we revised this target as we felt the original target was too overarching and not explicit enough to:</p> <ol style="list-style-type: none"> a) differentiate the different socio-economic groups with enough clarity b) challenge ourselves to drive greater opportunities for these different audiences versus the national averages per group. <p>As a result, we published our new targets:</p> <ol style="list-style-type: none"> 1) Female apprentices – target of 50% of our total learners. Currently we are operating with 34% success rate, a small gain on FY22. 2) Non-White British – target of 1 in 3 learners. This has dropped to 17% which is a real concern for the team. We are driving new partnerships that can support greater pipeline of non-White British young people. 3) Areas of Deprivation – target of 50% of our learners living in the Top 30% UK areas of deprivation. Improving to 41% for FY23. 4) Disabilities – target of 25% of our learners have support needs in one or more listed categories. Currently at 16%, this is a 4% drop on FY22. We already have a strategic project in place to improve this. 5) Carer/Parental status has not been tracked previously and will be for FY24. 6) In line with our Social Mobility mission, we are now tracking those that disclose their parental socio-economic status to show any ingrained employment/education barriers in their family history. This first year data set has been extremely insightful and whilst we want to continue to refine the collection model, the initial summary findings are as follows: <ol style="list-style-type: none"> a) 83% of our apprentices attended state school. b) 1 in 3 had parents in lower professional employment [if any] when they were 14. c) Over half our apprentices reported neither of their parents went to university. d) 41% were eligible for free school meals. <p>As per all targets above, we continue to partner with increasing numbers of charity partners, youth services and other critical organisations that can support us to enhance our ways of working and bring diverse new talent into the workplace/education.</p>

#4 THE COMMUNITY	To reach a total of 150,000 coaching sessions enabled/led by our apprentices since 2012.	To have provided sport and physical activity to 2.5 million beneficiaries in the community since 2012.
Status	<p>Target amended: in September 2022, we contracted the Sport and Recreation Alliance (SRA) to lead our data and insight work. After a period reviewing our methodology and tool kit, it was revealed that we had been significantly underestimating the ‘ripple effect’ our apprentice coaches had been having due to:</p> <ul style="list-style-type: none"> a) we only formally collected this data from employers in January 2016. b) employer reporting consistency was mixed and prone to inaccuracies. <p>It was then proposed we moved to more projected calculations based on:</p> <ol style="list-style-type: none"> 1) establishing a given apprentice start and end date, and how many actual working weeks they undertook during that period. 2) multiplying an estimated 20 hours per week of coaching [of their 30 hours per week contract] and that in each hour-long session there is a national average of 14 participants in each group (as calculated by UK Coaching). <p>The results were staggering (for the period July 2012 to and including March 2023):</p> <ul style="list-style-type: none"> - Coaching sessions: previous statistics at 168,029 to now projected 855,320. - Total number of participants in those sessions: from 2.84m to 11.97m! 	
#5 OUR INSIGHTS	To accurately measure and evidence the Coach Core social return on investment (SROI)	To introduce a formal Coach Core Youth Board
Status	<p>Target remains – we have always placed high importance on data and impact collection, but over the last 12 months, we wanted to take stock and look at how we could enhance our ways of working linked to SROI. This included:</p> <ul style="list-style-type: none"> a) Surveying our apprentices/employers to gain their feedback on the reports and data we collect from them. This resulted in an understanding that we have too many reports that have too much duplication, so engagement from users was not effective as a result. We will focus on improving this in FY24. b) Alongside the social mobility data processing (Target #3), we have worked with the SRA to introduce and evaluate a sector wide evaluation tool linked to wellbeing and the economic value. This has been very insightful, and we will continue to use and refine this in FY24. c) Coach Core have been selected for the 2023 Morgan Stanley Charity Strategy Challenge. They will research our target audience and recruitment practice, backdrop this against the wider national picture and make key recommendations. We are sure these findings will have a critical bearing on future strategy. 	
		<p>Target attained: The Coach Core Youth Board was launched in the first year of our strategy with a goal to:</p> <ul style="list-style-type: none"> A) Gain insight, feedback, and innovation from young people. B) Have a vehicle to continue supporting and developing young people outside of our apprenticeship programmes. C) Develop and provide third sector trustees for the future given under 25’s represents less than 0.5% of all UK charity trustees. <p>Our first group had a broad spectrum of social make up and geographic spread that led to a very successful pilot year achieving the above.</p> <p>We took time to take the learning from that first 12 months and enhance it accordingly. As of Spring 2023, we will be relaunching a Youth Panel that now has mandatory involvement from each of our programmes, as well as the core element of a volunteer board that builds on the above.</p> <p>It is expected that we will continue to enhance our youth panel internally and how it is positioned externally for the foreseeable future.</p>

Our performance in context

Recent Government figures show that spending on degree level apprenticeships has moved from £44m in 2017/18 to £506m in 2021/22.

Whilst Coach Core will always celebrate increases of all apprenticeships and work-based learning pathways, this advancement of Level 4 and above apprenticeships has come at a cost to those using or relying on entry level, Level 2 or 3 apprenticeships.

This uptake in Level 4 and above spending has been attributed to:

- a) employers looking to increasingly develop only their existing staff [ergo not open new opportunities to junior level staff]
- b) employers not wishing to lose levy contributions needlessly so using the greater value cost of higher learning apprenticeships versus multiples of entry level apprenticeship course costs.
- c) greater numbers of young people feeling the escalating squeeze of university costs / the cost of living and deciding they wish to take the apprenticeship route instead.

Whilst there is nothing overtly negative or untoward in the above, it does mean that any employer opportunities that do present themselves now tend to request a higher-level candidate, thus typically ruling out anyone who has barriers to gaining employment/education.

Indeed, when you look at the same 5-year period, level 2 apprenticeship starts have dropped by 53% and many courses have been dissolved altogether. When combined with the escalating cost of living crisis affecting those facing disadvantage or barriers to long term prosperity, it makes for an increasingly challenging climate in which Coach Core proactively operates.

As per strategy pillar #3, we have seen a decline in some of the target groups we seek to support, most notably, the number of Non-White British learners we saw enter the programme in 2022-2023. Whilst we acknowledge the wider rationale as to why this might be, we have committed to trying to address this in 2023-2024 by:

- a) Investing in 'Employment Coaches'; in November 2022, we employed the first of what we see is a critical, 'on the ground' local expert who serves as the key individual that links local employers, education establishments and local support services to proactively find the right young talent. In 2023, we are committed to introducing a further two Employment Coaches (and a coordinator) with geographical regions of responsibility.
- b) Enhance the National Partnerships Manager role so that there is further investment and capacity given to driving formal relationships and project working with organisations that can help us find and support even greater diverse talent pools.
- c) Review and enhance our digital marketing offer to both further broaden our general profile raising and drive more targeted messaging to reach our strategic groups.

We will continue to report and update against these targets on the strategy page of our website:

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

Our operations: 1st April 2022 to 31st March 2023

As per strategy pillar #1, we launched and completed the following programmes:

New programme launches (all level 2 unless indicated)

Programme	Employers	Start numbers	Leavers
Bristol	6	15	4
British Cycling L2 + L3	1	2	0
Doncaster	1	5	1
England Boxing	1	8	1
Essex	7	16	5
Leeds	5	8	2
Leicestershire	5	6	2
London	8	12	2
Manchester	7	13	2
Middlesbrough	4	16	1
National L3 pilots	2	1	0
Surrey	1	1	0
Sussex	3	4	0
TOTALS	50	107	19%

Completed programmes (all level 2 unless indicated)

Programme	Apprentice starts	Graduated	Distinction
Birmingham 2021	6	5	3
Bristol 2020	11	11	4
South Wales 2021	9	9	2
Doncaster 2021	1	1	0
Essex 2021	10	9	5
Leeds 2020	8	7	2
Leicestershire 2020	2	2	1
Leicestershire 2022	3	3	2
London 2021	10	2	0
Middlesbrough 2021	17	10	4
National L3 pilots	2	2	1
Tyne and Wear L2	12	12	2
Tyne and Wear L3	4	4	4
Surrey	2	2	0
Sussex	2	2	0
TOTALS	99	81	30

Benchmarking – taken from the latest DfE annual achievement, pass, and retention rates (2021/2022).

- 9% increase on Apprenticeship starts but Intermediate starts (L2 and L3) were still exceptionally low compared to pre-Covid numbers (143,600 in 2018/2019 and 91,500 in 2021/2022).

In FY22, Coach Core launched 5 new programmes for 52 apprentices, so we have clearly gone against the national decline in the last 12 months by doubling our impact to establish 13 new programmes with 107 apprentices. Indeed, it is the first time since pre-Covid that we have been able to support over 100 apprentices in each 12-month period with 109 supported in FY20.

- *Three quarters of all apprenticeships starts were at advanced or higher level. 60% of apprenticeship starts in 2014/2015 were at Intermediate versus 26% currently.*

We will continue to purposely remove barriers to education and employment by offering solely level 2 and 3 apprenticeships.

- *Linked to some of our target groups; of all UK apprenticeship starts:*
 - *48.8% identified as female, 12% were learners with learning and/or listed disabilities, 13.1% were from Black, Asian and Minority Ethnic origin.*

As per Target#3, we are proactively working to improve our female apprentice rate from 34% currently to 50%. However, of all our current learners, 16% have a disability and 17% are non-White British so we are above national average in this regard but want to markedly improve both groups to ensure the opportunity is reaching those that need it most.

- *Overall achievement rate for Apprenticeships = 57.7%, and 51.8% for standards.*
- *Intermediate success rate has reduced from 64.2% to 58.0% in 2020/21*
- *Leisure, Travel and Tourism sector total apprenticeship success rate sits at 64.5%.*

Operating at a current success rate of 73%, the Coach Core model clearly works and is having positive impact despite the current challenging climate for our target audience. However, we remain committed to the strategic targets we feel govern and challenge us as we enter the final year of our strategy and feel confident, we can improve upon this across FY24.

Future prospects

- **Overarching**

The staff team, and the board of trustees, remain focussed on delivering the final year of our strategy as outlined previously. There is a general feeling that the charity is in a strong position linked to fundraising, capacity, and the learning from our first three years, but that there are still several things we want to strengthen and improve upon as we start to look towards the future.

- **Fundraising summary**

As referenced previously, we have seen significant growth in both the total income and the breadth of supporters throughout FY23. Thanks to the second year of our development strategy and the profile of the Coach Core 10-year celebration event, we have been able to establish even greater links and opportunities than ever before.

We are committed to strengthening our existing supporter partnerships through an even greater number of outreach events, challenge opportunities and further colleague engagement. We also hope to establish our first ever, formal development board to extend our network and spotlight our work through even greater apprentice story telling online and in person.

In May 2023, we also launch our first ever fundraiser event - the Coach Core Sports Day. This takes a traditional corporate sporting fundraiser but places greater emphasis on team building, networking, and learning about our work via the apprentice coaches who will support them throughout the day. It is hoped that this inaugural event sets the foundation for future annual fundraisers from 2024 where we can generate both strong income via participation fees and fundraising on the day, as well as continuing to develop current and new partnerships too.

With a settled fundraising team in place, it is also hoped that the volume of Trust and Foundation applications will significantly lift in FY24, and we can also revisit the Major Donor strategy to continue to diversify our funding portfolio.

- **Sport England Tier 3 compliance**

As part of our 'System Partner' agreement (2022-2027) with Sport England, the level of funding granted now incurs an even greater stringent governance process. As a growing charity, we welcome this detailed process and have already begun the compliance checks that will ultimately strengthen the risk management and governance of the organisation for the future.

- **2024> strategy**

From summer 2023, we will once again consult with key internal and external stakeholders to determine:

- a) Are the ethos, mission, and values of the charity still fit for purpose as we reach a crucial juncture for the organisation?
- b) Do we continue to strengthen our existing operational approach, or should we start to explore new ways of working, perhaps in new sectors too?
- c) Is Coach Core informing and influencing opinions and/or are we giving our target audience the best possible representative voice?

This will be made available on our website and advertised on all our social channels once finalised.

Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th of 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.

As per our Constitution, 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 and has a maximum of 12 members at any one time.

'A term' is deemed a three-year period from their confirmation as a formal board member, and each board member may serve three consecutive terms before they must take a break from office (minimum four years between reappointment) or retire from office.

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 Second term	Heather Frankham December 2019 Second term	Stephen Mitchell December 2019 Second term	Dermot Heffernan (Treasurer) August 2020 First term
Huw Edwards August 2020 First term	Andrew Thomas August 2020 First term	Eboni Usoro-Brown August 2020 First term	Victoria Wickenden (Safeguarding) August 2020 First term

Senior management team:

- Gary Laybourne, Chief Executive Officer
- Claire Webb, Director of Development
- Paul Thompson, Director of People and Learning
- Amy Fazackerley, National Partnerships Manager
- James Burbidge, Digital Marketing Manager

As of 31st March 2023, The Coach Core Foundation employs a total of 10 staff.

Registered address The Oval Cricket Ground, Kennington Oval, London SE11 5SS.	Independent Auditor GBJ Chartered Accountants 27 Hatchlands Rd, Redhill, Surrey, RH1 6RW	Principal Bankers Barclays Bank Plc Registered at: 13 Artillery Row, London SW1P 1RH
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Our financial services are provided by a third party independent company, 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 therefore 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 can 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. Charity purpose

The board understands the key aims and objectives of the charity and helps provide the best possible guidance so that it can work towards achieving those goals as effectively and sustainably as possible. All other core principles must align with this purpose to create clear ethos, mission, ambitions and governance accordingly.

2. Leadership

The board commits to providing strategic leadership and honest counsel so that the charity can work towards its ultimate purpose.

3. Integrity

The board, and every trustee that makes up this group, act with integrity and promote a culture that is in keeping with assisting the charity achieve its purpose.

4. Risk and control

The board will commit to ensuring there are rounded, well-informed and rigorous decision-making processes. This considers any risk to the charity, its staff, its beneficiaries, and the general public as well as a continual review of the overarching management, processes, protocol, and strategies that govern the charity's operations.

5. Board effectiveness

The board will be made up of a group of vetted and suitable individuals, in line with the charity's purpose, to bring a healthy and effective balance of experiences, knowledge, connections and skills.

6. Diversity

The board will commit to promoting diversity throughout the charity, both in terms of its trustee and staff members, through to its governance of its operations too.

7. Openness and accountability

The board commits to an open and equitable recruitment policy and furthermore will ensure that all decision making, reporting and processes will be always transparent and accountable (unless there is good reason for it not to be at a given time).

A copy of the Coach Core Governance code is available upon request.

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. We have several safeguarding related policies available for review on our website (view [HERE](#)).

Screening and training: the Foundation undertakes the following, ongoing 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 and qualified individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Safeguarding focus for 2023 - 2024

As per the commitment above, the charity continues to operate with two qualified Designated Safeguarding Leads, both of whom renewed their training in early 2023.

A significant review of the charity's policies and procedures was undertaken in 2021-22 and over the last 12 months, we have:

- a) Embedded the culture of safeguarding by continuing to lead quarterly team workshops [staff and trustees] that explore pertinent updates and key focus topics.
- b) Create greater clarity on responsibility and accountability within our programmes, and streamline/better advertise the process as to how someone can report an issue.
- c) Gained greater buy in from our Learning Coaches by running training days that build on all the above.

As the charity reaches its third year, and building on the review the year before, we have now built a dashboard that identifies the critical policies and documents that require minimum annual review, those that should be reviewed every 2-3 years and those that should be reviewed every 3-5 years. We will now prioritise the critical list, adding or updating the policies required accordingly.

This also dovetails with the expectations set as part of the System Partner-Tier 3 process mentioned in the Future Prospects section previously.

You can access our Safeguarding policies via: <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 three employed development staff members: a Director of Development and two Fundraising Officers, with a new 6 month contracted post due to start in May 2023.

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 (i.e., 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.

What we have done and what we will do:

- As mentioned previously, we introduced a formal SMT group to provide greater structure, accountability and make a clear statement on colleague career progression pathways.
- The first Coach Core Town Hall launched. This has an open invite to all colleagues, volunteers, partners and young people so that we can update 'publicly' and also take feedback from all associated individuals.
- We have committed to two staff away days – one in summer and one in winter – that have a blend of strategic workshopping alongside team cohesion.
- The first staff survey was launched and proved incredibly insightful as to our culture, how we support colleagues and any improvements we can make across the charity.
- The staff package has been reviewed with an independent expert to look at how we can continue to offer colleagues the best possible pay and perks available to us. We are committed to reviewing this annually.

Financial Review

The period under review has seen some stability return to the environment and Coach Core has benefitted from this. The number of funders and the level of income raised has increased in the year but inevitably, along with the economy in general, costs have also increased. The environment for fundraising remains challenging but progress has been made on several fronts, in particular with recently developed corporate relationships providing additional confidence for future periods.

During the year, Coach Core received the first instalment of the new partnership agreement with Sport England and this funding has been fully applied during the year. The Edward & Catherine Wray Charitable Trust donated £100,000 during the year and pledged an additional £100,000 now received after the year end.

Seven L2 apprentice programmes were initiated during the year. Programmes typically run over an eighteen-month period and accordingly provision is made in these accounts for any grants not paid out before the year end. Improved procedures around the timing of grant payments have, along with the reduced uncertainty for apprentices within the programmes, resulted in reduced levels of funds to be recovered from completed programmes at the year end. The total commitment to grants made in the year was £336,000. The forecast to completion of the seven programmes is £307,436 and in addition £3,504 of other grants were made. The grant expenditure from Coach Core represents only a fraction of the total invested in the apprentices as a result of the programmes developed by Coach Core and the total amount of expenditure facilitated by the FY23 grants is expected to exceed £2 million.

Historically the charity has not commenced a programme until all the funding designated for that programme is in place. However, to maintain the momentum developing during the year under review, and in the light of a challenging market for attracting apprentices, trustees decided to provide some funding from unrestricted sources to enable three programmes to be launched at the end of the period. In making this decision the trustees considered the overall financial position of the charity and the future funding resources.

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, 2023, is estimated at £78,000.

As at March 31, 2023 the charity had free reserves of £60,548 after deducting fixed assets of £1,913 from unrestricted reserves of £62,461. As a result of the continuing partnership with Sport England, the recently agreed funding with CIMPSA 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 charity income and expenditure and the position against the approved budget on a monthly basis. This is provided by our third-party accounting organisation, Cadence Accounting.

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 a fixed agenda item at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves.

Any new programme launches are agreed by the board, and it remains a core principle of the charity to ensure that funding is in place ahead of each programme. Whilst an exception was made to this principle in FY23, it is anticipated that this policy will be followed in the future. This is to ensure that there is no risk to an apprentice/s by the charity not being able to provide the employer grant linked to their contract of employment.

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.

Any trustee expenses are documented in our audited accounts.

Going Concern

The Covid-19 pandemic and subsequent impact has covered the whole 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 2024 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 monthly.

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 15th November 2023 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 2023 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 2023 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

15th November 2023

COACH CORE FOUNDATION

2022 – 2023 FINANCIAL REPORT



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COACH CORE FOUNDATION

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	368,891	472,701	841,592	277,861
Investment income	3	372	-	372	32
Other income		<u>1,959</u>	<u>-</u>	<u>1,959</u>	<u>1,894</u>
Total		<u>371,222</u>	<u>472,701</u>	<u>843,923</u>	<u>279,787</u>
EXPENDITURE ON					
Raising funds	4	82,881	-	82,881	88,192
Charitable activities	5				
Sports and coaching programmes		<u>243,149</u>	<u>533,621</u>	<u>776,770</u>	<u>469,761</u>
Total		<u>326,030</u>	<u>533,621</u>	<u>859,651</u>	<u>557,953</u>
NET INCOME/(EXPENDITURE)		45,192	(60,920)	(15,728)	(278,166)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>17,269</u>	<u>174,953</u>	<u>192,222</u>	<u>470,388</u>
TOTAL FUNDS CARRIED FORWARD		<u>62,461</u>	<u>114,033</u>	<u>176,494</u>	<u>192,222</u>

COACH CORE FOUNDATION

**BALANCE SHEET
31 MARCH 2023**

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	11	1,913	-	1,913	4,698
CURRENT ASSETS					
Debtors	12	123,034	-	123,034	61,583
Cash at bank		<u>62,459</u>	<u>114,033</u>	<u>176,492</u>	<u>172,803</u>
		185,493	114,033	299,526	234,386
CREDITORS					
Amounts falling due within one year	13	<u>(124,945)</u>	-	<u>(124,945)</u>	<u>(46,862)</u>
NET CURRENT ASSETS		<u>60,548</u>	<u>114,033</u>	<u>174,581</u>	<u>187,524</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>62,461</u>	<u>114,033</u>	<u>176,494</u>	<u>192,222</u>
NET ASSETS		<u>62,461</u>	<u>114,033</u>	<u>176,494</u>	<u>192,222</u>
FUNDS	14				
Unrestricted funds				62,461	17,269
Restricted funds				<u>114,033</u>	<u>174,953</u>
TOTAL FUNDS				<u>176,494</u>	<u>192,222</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 15th November 2023 and were signed on its behalf by:



E Wray - Trustee

COACH CORE FOUNDATION**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**

		2023	2022
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	1	<u>3,317</u>	<u>(367,595)</u>
Net cash provided by/(used in) operating activities		<u>3,317</u>	<u>(367,595)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(2,766)
Interest received		<u>372</u>	<u>32</u>
Net cash provided by/(used in) investing activities		<u>372</u>	<u>(2,734)</u>
<hr/>			
Change in cash and cash equivalents in the reporting period		3,689	(370,329)
Cash and cash equivalents at the beginning of the reporting period		<u>172,803</u>	<u>543,132</u>
Cash and cash equivalents at the end of the reporting period		<u>176,492</u>	<u>172,803</u>

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(15,728)	(278,166)
Adjustments for:		
Depreciation charges	2,784	2,441
Interest received	(372)	(32)
Increase in debtors	(61,451)	(27,872)
Increase/(decrease) in creditors	<u>78,084</u>	<u>(63,966)</u>
Net cash provided by/(used in) operations	<u>3,317</u>	<u>(367,595)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22 £	Cash flow £	At 31.3.23 £
Net cash			
Cash at bank	<u>172,803</u>	<u>3,689</u>	<u>176,492</u>
	<u>172,803</u>	<u>3,689</u>	<u>176,492</u>
Total	<u>172,803</u>	<u>3,689</u>	<u>176,492</u>

I. 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.

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.

1. ACCOUNTING POLICIES - continued

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

	2023	2022
	£	£
Donations and gifts	<u>841,592</u>	<u>277,861</u>

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	<u>372</u>	<u>32</u>

4. RAISING FUNDS

Raising donations and legacies

	2023	2022
	£	£
Staff costs	<u>82,881</u>	<u>88,192</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Sports and coaching programmes	<u>419,854</u>	<u>300,480</u>	<u>56,436</u>	<u>776,770</u>

6. GRANTS PAYABLE

	2023	2022
	£	£
Sports and coaching programmes	<u>300,480</u>	<u>99,597</u>

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

	2023	2022
	£	£
Berkshire	-	(4,800)
Leicester	38,250	-
Tyne & Wear	-	80,516
Manchester	42,000	(322)
Bristol	51,850	(5,263)
Leeds	38,000	(919)
London	38,500	(6,515)
Essex	27,336	(7,600)
Middlesbrough	61,000	5,999
Covid Relief	3,504	4,781
Birmingham	-	12,740
Sussex	-	39,092
Surrey	40	18,000
Devon	-	(36,112)
	<u>300,480</u>	<u>99,597</u>

During the year seven projects were commenced. The grant payments are made to the institutions employing the apprentices. For projects not completed during the year, the amount shown represents the full liability of the charity in respect of the project based upon the number of apprentices forecast to complete the programme. Historically, the charity has not started a project before all of the funding was in place to ensure that the apprentices would not be at risk of the project completing. In the year under review, the trustees decided to allocate an amount of unrestricted funds to enable three programmes to commence despite not being fully funded based on the trustees reasonable expectation of future funding.

7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Sports and coaching programmes	<u>42,037</u>	<u>112</u>	<u>14,287</u>	<u>56,436</u>

7. SUPPORT COSTS - continued

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

	2023	2022
	Sports and coaching programmes	Total activities
	£	£
Insurance	3,375	3,259
Telephone	2,629	2,832
Postage and stationery	-	2,306
Advertising	15,143	768
Sundries	682	-
Office supplies	1,123	1,584
Entertainment	1,447	1,247
Subscriptions	525	3,301
Travel and subsistence	17,113	10,426
Bank charges	112	349
Auditors' remuneration	6,000	16,342
Accountancy and legal fees	<u>8,287</u>	<u>5,527</u>
	<u>56,436</u>	<u>47,941</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

During the year under review, travel costs incurred by a trustee, Ms E Usoro-Brown, were re-imbursed to the amount of £215.

9. STAFF COSTS

The average monthly number of employees during the year was 9 (2022: 8).

One employee received emoluments exceeding £60,000 (2022: One).

COACH CORE FOUNDATION**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023****10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	167,861	110,000	277,861
Investment income	32	-	32
Other income	<u>1,894</u>	<u>-</u>	<u>1,894</u>
Total	<u>169,787</u>	<u>110,000</u>	<u>279,787</u>
EXPENDITURE ON			
Raising funds	88,192	-	88,192
Charitable activities			
Sports and coaching programmes	<u>131,944</u>	<u>337,817</u>	<u>469,761</u>
Total	<u>220,136</u>	<u>337,817</u>	<u>557,953</u>
NET INCOME/(EXPENDITURE)	(50,349)	(227,817)	(278,166)
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>

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2022 and 31 March 2023	<u>653</u>	<u>7,700</u>	<u>8,353</u>
DEPRECIATION			
At 1 April 2022	384	3,271	3,655
Charge for year	<u>218</u>	<u>2,567</u>	<u>2,785</u>
At 31 March 2023	<u>602</u>	<u>5,838</u>	<u>6,440</u>
NET BOOK VALUE			
At 31 March 2023	<u>51</u>	<u>1,862</u>	<u>1,913</u>
At 31 March 2022	<u>269</u>	<u>4,429</u>	<u>4,698</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Other debtors	<u>123,034</u>	<u>61,583</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	1,112	-
Social security and other taxes	(17)	8,480
Other creditors	2,444	2,124
Grants payable	108,491	23,576
Accrued expenses	<u>12,915</u>	<u>12,682</u>
	<u>124,945</u>	<u>46,862</u>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

14. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	17,269	45,192	62,461
Restricted funds			
Sport England	123,621	(37,505)	86,116
The Royal Foundation	201	(201)	-
Temasek/Sport England Covid Relief	10,918	(3,504)	7,414
Other	40,213	(39,713)	500
Sport England 2	-	3	3
Taylor Trust	-	20,000	20,000
	<u>174,953</u>	<u>(60,920)</u>	<u>114,033</u>
TOTAL FUNDS	<u>192,222</u>	<u>(15,728)</u>	<u>176,494</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	371,222	(326,030)	45,192
Restricted funds			
Sport England	-	(37,505)	(37,505)
The Royal Foundation	1	(202)	(201)
Temasek/Sport England Covid Relief	-	(3,504)	(3,504)
Other	37,700	(77,413)	(39,713)
Sport England 2	415,000	(414,997)	3
Taylor Trust	20,000	-	20,000
	<u>472,701</u>	<u>(533,621)</u>	<u>(60,920)</u>
TOTAL FUNDS	<u>843,923</u>	<u>(859,651)</u>	<u>(15,728)</u>

14. MOVEMENT IN FUNDS - continued

Comparatives for 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>

Comparative 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>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	67,618	(5,157)	-	62,461
Restricted funds				
Sport England	226,153	(140,037)	-	86,116
The Royal Foundation	41,718	(41,718)	-	-
Collinson	10,130	(10,130)	-	-
Temasek/Sport England Covid Relief	35,499	(8,285)	(19,800)	7,414
Other	89,270	(88,770)	-	500
Temasek	-	(19,800)	19,800	-
Sport England 2	-	3	-	3
Taylor Trust	-	20,000	-	20,000
	<u>402,770</u>	<u>(288,737)</u>	<u>-</u>	<u>114,033</u>
TOTAL FUNDS	<u>470,388</u>	<u>(293,894)</u>	<u>-</u>	<u>176,494</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	541,009	(546,166)	(5,157)
Restricted funds			
Sport England	-	(140,037)	(140,037)
The Royal Foundation	1	(41,719)	(41,718)
Collinson	50,000	(60,130)	(10,130)
Temasek/Sport England Covid Relief	-	(8,285)	(8,285)
Other	61,700	(150,470)	(88,770)
Britford Trust	16,000	(16,000)	-
Temasek	20,000	(39,800)	(19,800)
Sport England 2	415,000	(414,997)	3
Taylor Trust	20,000	-	20,000
	<u>582,701</u>	<u>(871,438)</u>	<u>(288,737)</u>
TOTAL FUNDS	<u>1,123,710</u>	<u>(1,417,604)</u>	<u>(293,894)</u>

During the year, the charity received the first instalment of a five year programme with Sport England Sport England 2), the second partnership agreement. The balance of the first partnership was carried forward to fund project expenditure and also to support the provision of employment coaches to provide support for apprentices into long term employment.

The allocation of the Sport England 2 funding is shown in Note 16.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

16. SPORT ENGLAND GRANT ALLOCATION

	2023 £
Direct grant	<u>192,720</u>
SMT staff	31,203
Development staff	48,162
Digital staff	24,632
Impact staff	5,286
Programme staff	44,308
On costs and expenses	<u>15,040</u>
	168,631
Office costs	18,626
Digital costs	5,675
Events	10,000
Development & fundraising	918
Travel & subsistence	6,497
Kit & equipment	4,527
Education & licence fee	5,340
Training	229
Consultancy & partnership	<u>1,835</u>
	53,646
Total	<u><u>414,997</u></u>
Total grant	<u><u>415,000</u></u>
Balance carried forward	<u><u>3</u></u>

COACH CORE FOUNDATION**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023**

	2023 £	2022 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	841,592	277,861
Investment income		
Deposit account interest	372	32
Other income		
Gift aid receivable	<u>1,959</u>	<u>1,894</u>
Total incoming resources	843,923	279,787
EXPENDITURE		
Raising donations and legacies		
Wages	74,562	79,989
Social security	5,818	5,520
Pensions	<u>2,501</u>	<u>2,683</u>
	82,881	88,192
Charitable activities		
Trustees' expenses	215	-
Wages	267,911	216,965
Social security	27,596	22,969
Pensions	8,577	7,319
Sub contractors	19,500	2,045
Consulting	-	1,950
Rent	28,800	28,320
Event cost	29,728	2,928
Training and welfare	16,012	13,305
Computer and software	10,658	15,073
Kit costs	4,527	8,908
Development fees	3,546	-
Fixtures and fittings	2,784	2,441
Grants to institutions	<u>300,480</u>	<u>99,597</u>
	720,334	421,820
Support costs		
Management		
Insurance	3,375	3,259
Telephone	2,629	2,832
Postage and stationery	-	2,306
Advertising	15,143	768
Carried forward	21,147	9,165

COACH CORE FOUNDATION

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023 – continued.

	2023	2022
	£	£
Management		
Brought forward	21,147	9,165
Sundries	682	-
Office supplies	1,123	1,584
Entertainment	1,447	1,247
Subscriptions	525	3,301
Travel and subsistence	<u>17,113</u>	<u>10,426</u>
	42,037	25,723
Finance		
Bank charges	112	349
Governance costs		
Auditors' remuneration	6,000	16,342
Accountancy and legal fees	<u>8,287</u>	<u>5,527</u>
	<u>14,287</u>	<u>21,869</u>
Total resources expended	<u>859,651</u>	<u>557,953</u>
Net expenditure	<u>(15,728)</u>	<u>(278,166)</u>

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