

# COACH CORE FOUNDATION

## Fundraising and Income Generation Trustee | 2026 Trustee Pack

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## 1. Welcome

**Dear Candidate,**

We are delighted that you are interested in joining the Coach Core Foundation as a Trustee. We hope you find the information contained in this pack useful and engaging. You read this at an extremely exciting time for the charity as we ready for a bold new strategic chapter and unprecedented growth due to demand for our services at all-time high.

As a nationwide education and employment charity, we use sport and apprenticeships as the hook to engage 16–24-year-olds facing significant barriers to employment. At a time where youth unemployment is at the one million mark, we provide those that need it most with an inclusive, highly supported apprenticeship model alongside leading employers across the sports and physical activity sector.

We focus our support where it is needed most and where we can achieve maximum impact. This means targeting communities facing severe social deprivation, youth unemployment, and lack of opportunity. As a result, underrepresented young people with limited prospects are empowered to reach their true potential—achieving recognised qualifications, gaining vital life and workplace skills, and progressing into meaningful long-term careers.

Coach Core is at an exceptionally exciting and significant point in its journey. Having grown rapidly from a small, dedicated programme into a thriving national charity, we are currently delivering ahead of schedule on our Project 1500 strategy. At this crucial stage of growth, we are seeking an exceptional Fundraising & Income Generation Trustee to help provide strategic leadership, govern our financial sustainability, and propel our mission forward.

Thank you for your interest, and I sincerely hope you will join us in transforming young lives.



**Gary Laybourne**

**Co-Founder and Chief Executive Officer, Coach Core Foundation**

## 2. About Coach Core Foundation & History

Coach Core Foundation is an education and employment charity that uses sport and apprenticeships to unlock meaningful opportunities and drive social mobility for marginalised young people facing barriers to employment.

Coach Core was originally created by The Royal Foundation in 2012 for two underpinning reasons:

- **1. Social Response:** To form a meaningful, positive response to the 2011 London Riots and the subsequent 'More Than a Game' paper released by the Centre for Social Justice, which highlighted those young people from disadvantaged backgrounds consistently faced limited life prospects.
- **2. Olympic Legacy:** To create a sustainable, long-term legacy project following the London 2012 Olympic and Paralympic Games, using sport to affect positive social change in local communities across London and beyond.

### Evolution & Organisational Growth

- **Pilot Phase:** (2012–2015): Launched in London, Glasgow, and South Wales. We developed the innovative model of combining full-time tutor-mentors with community sports employers and children's services to re-engage NEET young people outside traditional classroom settings.
- **Expansion Phase:** (2016–2018): Expanded across 10 UK sites including Manchester, Birmingham, Nottingham, Bristol, Essex, Devon, and Middlesbrough to demonstrate the model can work in all regions. Formalised local 'Coach Core Consortiums'; powerful networks of employers, local authorities, and community sports providers working collaboratively.
- **Scale & Independence:** (2019–2020): Secured major strategic funding (£1m) from Sport England to support national expansion and transition into an independent charity. In April 2020, with the blessing of Their Royal Highnesses and the founding Board, the Coach Core Foundation (CCF) officially launched as an independent registered charity (No: 1186782).
- **Current Trajectory:** (2021–Present): The organisation has grown considerably in recent years—expanding from a small core team of 3 to 19 staff members and growing. We are now operating at truly national level within the sport and physical activity sector, supported and funded by many of the major governing organisations and bodies, as well as significant growth across all critical income generation lines over the last 5 years. In 2024, Coach Core launched its ambitious '[Project 1500](#)' strategy (Sep 2024–2027) to supercharge its impact across the UK and we are not only track to deliver these targets but are now readying a bold new strategy to run concurrently, such is the demand for the charity's work. We have supported multiple Government strategies and key papers, and with new qualifications available alongside enhanced support from our team, we are seeking to bring new energy, insights and connections through the addition of three new trustees in the coming months.

## 3. Vision, Mission & Strategic Objectives

**Vision:** Every young person can access meaningful education and employment opportunities without barriers and discrimination

**Our purpose:** Coach Core Foundation enables underrepresented young people to access inclusive sports Apprenticeships, changing their lives and those around them.

**Our current mission:** We want to develop our wider partner network to increase the quality of the apprenticeship experience, reach the young people who need the opportunity the most and bring more supporters to the cause.

## Project 1500 Strategy & Strategic Targets (2024–2027)

As mentioned previously, Coach Core is currently executing 'Project 1500', a strategic roadmap designed to tackle the national decline in entry-level apprenticeships and address rising youth unemployment by working with 1,500 young people by the end of 2027.

- **Target 1: Ethnic Diversity:** Increase the proportion of apprentices from ethnic minority backgrounds from 21% to 30% by 2027 (16% higher than the national apprenticeship average).
- **Target 2: Socio-Economic Inclusion:** Increase the proportion of apprentices recruited from the top 30% most deprived areas in the UK from 43% to 50% by 2027 (30% higher than national average).
- **Target 3: Additional Learning Needs:** Increase the proportion of apprentices with Additional Learning Needs (ALN) or disabilities from 22% to 40% by 2027.
- **Target 4: Achievement & Retention:** Increase the apprenticeship achievement rate from 70% to 80% by 2027 (27% higher than the national average completion rate).

## 4. Latest Impact & Organisational Reach

Coach Core Foundation measures its success across three primary pillars: the transformative development of individual apprentices, the strength provided to employer partners, and the positive physical activity ripple effect created within local communities.

### Key Impact Metrics at a Glance (Latest Impact Report)

- **1,150+ Total Apprentices Supported** since charity inception across the UK.
- **110+ Active Apprentices Supported** in the past year across 60+ employer partners.
- **74% Graduate Achievement Rate** (significantly outperforming the national apprenticeship average of 53–54%).
- **79% Positive Progression Rate** into sustained employment, further education, or higher-level training upon graduation.
- **85%+ Report Increased Confidence** and professional self-belief in their coaching roles.
- **96% Report Broader Personal Growth**, self-resilience, and improved workplace skills.

## Participant Demographics & Inclusive Reach

Coach Core intentionally targets young people who face severe structural barriers and discrimination in traditional education and employment pathways:

- **Neurodiversity & Disability:** 57% of learners have identified Additional Learning Needs (including neurodiversity, learning difficulties, or physical disabilities).
- **Deprivation Index:** 43% of apprentices live within the top 30% most deprived postcodes in the UK.
- **Educational Attainment:** 27% of incoming learners join with no formal qualifications in English or Maths.

- **Diversity & Inclusion:** 21%+ come from ethnically diverse communities, addressing underrepresentation in the sports coaching sector.

## Community Impact & Social Value

- **Community Reach:** 1.1 million Community Members benefit annually from physical activity and sports coaching sessions delivered by Coach Core apprentices.
- **Sessions Delivered:** 43,899+ Coaching Sessions delivered or assisted by apprentices in local schools, youth clubs, and community facilities over the past year.
- **Employer Consortium:** 230+ Employer Partners engaged across professional club foundations, leisure trusts, local authorities, and sports charities.
- **Social Return on Investment:** £9.34 Social & Economic Value generated for every £1 of grant funding received.
- **Economic Value per Apprentice:** £32,700 estimated total annual social and economic benefit created per individual completed apprenticeship.

Data and evaluation are a critical, ongoing focus for the Foundation. You can read more via our most recent Annual Impact Report [HERE](#).

## 5. Person Specification & Role-Specific Brief

Coach Core is at a transformational growth stage. Over the last year, charity income has grown by almost 25%, bucking sector trends in a highly challenging economic climate. The income budget for FY27 is set at £1.58m. This growth is driven by a dedicated Fundraising, Marketing and Communications team of five, led by the Director of Fundraising and Marketing.

We are seeking a Fundraising & Income Generation Trustee to provide board-level leadership, strategic oversight, and constructive challenge to support our ambitious income growth and diversification targets.

### Key Responsibilities of the Fundraising Trustee

- **1. Strategic Oversight of Income Generation:** Contribute to and approve Coach Core's income strategy, ensuring it is realistic, ambitious, and aligned with 'Project 1500'. Support the board in evaluating the balance of income streams (major donors, trusts & foundations, corporate partnerships, individual giving, events, statutory grants, and trading income) to build resilience and reduce over-reliance on any single source.
- **2. Governance, Compliance & Risk:** Ensure fundraising complies with the Charities Act, Charity Commission guidance (notably CC20 'Charity fundraising: a guide to trustee duties'), and the Fundraising Regulator's Code of Fundraising Practice. Maintain board-level oversight of delegated fundraising activities, third-party agreements, commercial participators, and due diligence. Ensure robust policies are in place for GDPR, gift acceptance, vulnerable donors, safeguarding, and emerging risk areas such as AI in fundraising, cryptocurrency donations, and fundraiser wellbeing.
- **3. Financial Oversight & Scrutiny:** Monitor fundraising income and expenditure against budget, challenging assumptions and variances. Review key performance indicators including cost-to-income

ratios, donor acquisition and retention, and pipeline strength for major gifts and grants. Liaise with the Treasurer / A&F Committee ensuring the reserves policy reflects the charity's income risk profile.

- **4. Board Leadership & Mentorship:** Bring expert commercial and fundraising perspectives to board discussions. Act as a critical friend, mentor, and sounding board for the Director of Fundraising and Marketing on high-value and strategic decisions.
- **5. Advocacy & Network Expansion:** Where appropriate, utilize personal credibility, professional networks, and contact lists to open doors with major philanthropic donors, corporate partners, and grant-making trusts. Serve as an ambassador at cultivation events and in philanthropic circles.
- **6. Collective Board Governance:** Participate constructively in all board decisions beyond the fundraising portfolio, sharing collective responsibility for charity governance, organizational culture, and impact.

### Person Specification: Experience & Skills

- **Senior Experience:** Senior professional experience in fundraising, philanthropy, commercial business development, or corporate partnerships, gained in a charity, corporate, or advisory context.
- **Income Diversification:** Proven understanding of the UK fundraising landscape and income diversification across multiple revenue streams (e.g. major gifts, corporate social responsibility, trusts, or individual giving).
- **Regulatory Knowledge:** Working knowledge of UK charity fundraising regulation, including Charity Commission CC20 guidelines and the Code of Fundraising Practice (or willingness to learn).
- **Strategic Thinking:** Ability to evaluate strategic risk, income pipelines, and financial metrics, combining strategic vision with constructive scrutiny.
- **Ambassadorship:** Strong networks and the willingness to open doors, make strategic introductions, and champion Coach Core externally.
- **Collaborative Approach:** Collaborative leadership style, building trust with executive management while respecting operational boundaries.

## 6. Trustee Role (Core Duties & Governance Responsibilities)

As a Trustee of the Coach Core Foundation, you will share collective legal and strategic responsibility for the overall governance, financial health, and strategic direction of the charity.

- **Purposes & Mission:** Ensure Coach Core understands and pursues its primary charitable purposes as set out in its governing document, ensuring all activities directly benefit the public and target group.
- **Compliance:** Ensure full compliance with charity law, company law, Charity Commission guidelines, and all other relevant statutory regulations.
- **Strategy:** Work with co-trustees and senior management to make balanced, well-informed strategic decisions, considering long-term sustainability as well as immediate goals.
- **Integrity:** Avoid putting yourself in positions where personal or professional interests' conflict with the charity's best interests, and ensure no unauthorized personal benefits are received.
- **Stewardship:** Ensure charity assets and resources are used exclusively to advance charitable purposes, providing independent assessment of all financial, safeguarding and governance risks to maintain the economic standing and reputation of the charity.

- **Duty of Care:** Exercise reasonable care and skill, bringing personal expertise to board discussions, reading papers in advance, and actively participating in four annual board meetings and an annual strategic Away Day.

A diverse range of skills, experiences, and critical insights are vital for a highly effective, and high challenge, board of charity trustees. Our current Board of Trustees line up can be found [HERE](#).

## 7. Terms of Appointment, Diversity & Safeguarding

- **Remuneration:** Unremunerated voluntary role. Standard out-of-pocket travel and secondary expenses incurred on charity business are fully reimbursed in line with CCF policies.
- **Term of Office:** Three-year term of office. Trustees may be nominated for a second three-year term subject to board approval. A maximum of 3x three-year terms is permitted.
- **Time Commitment:** Four quarterly board meetings are currently structured into a one-hour update call online and a two hour in person deep dive meeting with trustees two weeks later (3hrs total per quarter). Any formal requests for time beyond this are agreed in advance but it is understood that ad-hoc strategic advice and presence on any sub-board are expected in this role, estimated at approximately 12 hours annually in addition to the four board meetings as above.
- **Location:** Primary office HQ located in London (C/o Collinson, 3 More London Place, London SE1 2AQ). Board meetings offer hybrid/remote flexibility. As above, it is preferred that trustees attend board meetings in person (central London), but that remote attendance can be arranged when required.
- **Eligibility:** Candidates must be legally eligible to serve as a charity trustee and company director under UK law.

### Diversity & Equal Opportunities Commitment

The Coach Core Foundation is committed to equality, diversity, and inclusion across all levels of the organisation. We believe that diverse board membership brings vital perspectives that reflect the young people and communities we serve.

Our recent outgoing trustees formed a strong part of this commitment and as such, we want to address the underrepresentation this may leave by actively welcoming applications from individuals of all backgrounds, ethnicities, abilities, and genders. We particularly welcome applications from those with lived experience of the social challenges or communities that Coach Core supports and as such, we will view this strongly alongside the skills and experiences outlined in the person specification.

A copy of our Board of Trustees Recruitment Policy is available on request.

### Safeguarding & DBS Requirements

Coach Core Foundation is fully committed to safeguarding and promoting the welfare of apprentices, young participants, and partner staff. Appointment to this role is subject to satisfactory references and an Enhanced Disclosure and Barring Service (DBS) check (including a children's barred list check). Applicants will be asked to disclose relevant past convictions or cautions in accordance with the Rehabilitation of Offenders Act 1974. Our dedicated safeguarding webpage and policy links therein can be found [HERE](#).

## 8. Application Process & How to Apply

If you share our passion for empowering young people through sports apprenticeships and have the skills to guide our income growth, we would love to hear from you.

**To Apply:** please send the following:

- **1. Curriculum Vitae:** An up-to-date, succinct CV outlining your professional background and relevant experience.
- **2. Supporting Statement:** A short covering letter (maximum 1–2 pages of A4) detailing your motivation for joining Coach Core Foundation and addressing how your experience meets the Person Specification for the Fundraising & Income Generation Trustee role.

**Submission:** please send your application via email to Gary Laybourne, Chief Executive Officer, at: [gary.laybourne@coachcore.org.uk](mailto:gary.laybourne@coachcore.org.uk).

### Recruitment Timeline & Next Steps

Applications are reviewed on a rolling basis.

The deadline for submission will be **Friday 6<sup>th</sup> November 2026, 5pm.**

Shortlisted candidates will be invited for interview **week commencing 16<sup>th</sup> November**, taking place online and with a combination of Senior Leadership and existing Board of Trustees members present.

A second interview is likely for select individuals very soon after original interview date, with final decisions made quickly thereafter.