

COACH CORE FOUNDATION

HR and People 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 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 HR and People Trustee to help provide strategic leadership, further support our HR best practice, 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 English/Maths qualifications.
- **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. This has resulted in a growth in people – both in our team and across our programmes. As our team and scope expand, the complexity of supporting our workforce and safeguarding our beneficiaries grows alongside it. To navigate this scale successfully, we are seeking a dedicated HR and People Trustee to provide the strategic oversight and robust governance needed to care for our people while we deliver on our mission. While overall risk and governance matters remain the collective responsibility of all trustees, the Charity HR and People Trustee takes the lead in guiding, advising, and supporting the Board and executive leadership in these specific matters accordingly. We are therefore seeking candidates with a rich background in commercial HR leadership, legal compliance, and/or people-centric organisational design.

Key Responsibilities of the HR and People Trustee

1. **Strategic Advice & Thought Partnership:** Provide high-level strategic oversight and act as a critical friend and confidential sounding board to the Director of People and Policy, advising on organisational design, workforce strategy, and culture development. This could also extend to key support on specific projects or cases linked to our young people and their employers.
2. **Employment Law & Compliance Governance:** Ensure the board receives expert guidance on UK employment law, safeguarding legal compliance across employment contracts, dispute resolution, whistleblowing, restructuring, and changing regulatory frameworks.
3. **Policy & People Framework Review:** Scrutinize and help shape key HR policies, employee relations frameworks, and reward/remuneration strategies to ensure alignment with sector best practice and legal standards.
4. **EDI & Culture Oversight:** Provide strategic scrutiny and leadership on Equality, Diversity, and Inclusion (EDI) practices, fostering a safe, inclusive, and high-performing workplace culture.

5. **Board-Level HR Scrutiny & Risk Management:** Ensure the Board of Trustees maintains visibility over people-related risks (such as turnover, key-person dependencies, or employment disputes) and receives appropriate HR metrics and assurance reporting.
6. **Senior Performance & Remuneration Guidance:** Participate in or lead board-level discussions regarding executive remuneration, CEO performance review frameworks, and senior appointments or panel panels when required.

Person Specification: Experience & Skills

- **HR / Legal Expertise & Networks:** We are open regarding formal qualifications (e.g., CIPD or legal credentials), placing equal value on equivalent high-level experience, proven leadership, and strong professional connections across HR and UK employment law.
- **Strategic People Leadership:** Background operating at or near senior leadership level (e.g., HR Lead, Chief People Officer, Employment Solicitor/Partner, or experienced consultant), with a track record of advising executive teams or boards on strategic workforce matters.
- **Employment Law & HR Governance:** Sound, up-to-date awareness of UK employment law principles, employee relations, and best practice, enabling you to help the board navigate strategic risk, restructuring, or policy frameworks.
- **Board-Level Advisory & Mentoring:** Ability to maintain a clear non-executive perspective—offering high-level guidance, constructive challenge, and a sounding board for executive leadership without getting drawn into day-to-day operations.
- **EDI & Workplace Culture:** Passion for modern equality, diversity, inclusion, and staff wellbeing, with the insight to help embed these values into our overarching people strategy.
- **Charity Governance & Integrity:** Sound understanding of (or commitment to learning) non-profit governance, ethical decision-making, and the fiduciary duties of a charity Trustee.
- **Collaborative Communication:** Excellent interpersonal skills, with the ability to translate complex HR or legal concepts into clear strategic choices for board colleagues.

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 HR and People Trustee role.

Submission: please send your application via email to Gary Laybourne, Chief Executive Officer, at: gary.laybourne@coachcore.org.uk.

Recruitment Timeline & Next Steps

Applications are reviewed on a rolling basis.

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

Shortlisted candidates will be invited for interview **week commencing 16th 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.