



Coach Core Foundation

Annual Report 2023 - 2024



**Report of the trustees and financial statements for the year ended
31st March 2024. 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 31/03/2024.

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 fourth 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 Foundation enables under-represented young people to access inclusive sports apprenticeships, changing their lives and those around them. Since we launched in 2012, we have worked with over **200 sport for social change employers**, provided apprenticeships for **862 young people** who have become changemakers in their local communities delivering an estimated **982,000 coaching sessions to over 13.7 million people**.

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. More recently, we have also worked with our training provider to introduce a Level 4-degree equivalent qualification to usher in an even greater pathway of development in the sports and physical activity sector.

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.

However, it is the Coach Core ethos that we are also here to support the employer, as many of our partner organisations are charities and/or small-medium businesses that require extra support and guidance when recruiting diverse, young talent, or perhaps navigating the world of apprenticeships. It is our model therefore to convene employers and support partners locally and nationally to create powerful, collaborative networks and we fundraise on their behalf to support the extra costs of recruiting, retaining and developing the talent we all want to prioritise working with.

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).

In Summer 2024, the charity will celebrate its 1000th apprentice, sparking the launch of '**Project 1500**'; a bold new strategy to support 500 apprentices over the next 3-years. As part of this, we will challenge ourselves to further target the young people that need the opportunity most. We will strengthen our education and support offer in all senses and create a stronger platform that profiles and amplifies the inspiring journey and impact of our apprentices, and young people in general.

Charity reflections for 2023 - 2024

The charity enjoyed a successful year on all fronts, increasing its fundraising, programme portfolio and embarking on new projects and processes to further strengthen the organisation ahead of its new strategy. Summary highlights include:

- **Fundraising:** We increased income from £731,650 in FY23 to £993,545 by March 2024, and have seen a 131% growth in the number of donors giving to Coach Core.
- **Summary programme and impact data:**
 - 12 new programmes with 100 apprentices starting their journey during this financial year, with over one in three apprentices identifying as female (39%). A total of 228 apprentices were on programme during this financial year (starting, on programme, graduating).
 - We supported a total of 55 different employers, 44% of which were employing their first ever apprentice, underlining the types of employers we support and the guidance we provide.
 - The 'Index of Multiple Deprivation' (IMD) refers to UK areas facing the most challenge. 49% of our apprentices came from the Top 30% UK IMD areas, and of this number, 20% of them live in the top 10% IMD locations. This is significantly higher than the national average for apprentices, which is generally close to or just below 10% in the Top 30% IMD areas, indicating our targeted work is reaching those young people in the areas that need the opportunity most.
 - During the same period, 92 apprentices graduated from Coach Core [that had started in FY23], which represented a success rate of 70% from those that started. Of those that graduated, 43% gained distinctions; the highest quality mark you can be awarded.
 - 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, SEN individuals, through to the elderly, and across a variety of sports and physical activities. During the FY24 period our apprentices led or assisted a projected 187,000 coaching sessions to approximately 2.6 million participants.
- **HR key news:**
 - We were successful in a £250,000 bid to Cimsa-Sport England to expand our Employment Coach team; the key individuals who support employers and apprentices across their regions. We now have a Coach in the North, Midlands, South and a national coordinator in place. This moves the total charity team number to 13 staff members, two of which are part time.
 - We moved from our Oval Cricket Ground office to share space with our corporate supporters, Collinson Group (3 More London, London, SE1 2AQ). For all official correspondence, we have a PO box: c/o Capital Office, 124-128 City Rd, London EC1V 2NJ
- **Digital:** On social platforms, we've maintained an engagement rate of (average) 4.04%, which exceeds our targets set based on 2022-23 data. We've also consistently posted in different forms of media (short videos, posts and tweets) 3 weekly, 1 blog weekly and 1 key video monthly, which has boosted our audience to 10,000 followers collectively. This has allowed us to reach even more of the 'right' audience, who could engage with or support our work. Our most well-performing content was our 'Results Day' campaign, where our blog ranked no.2 in Google searches for this term and our follower count went up by 2.7% as a result.

- **Recognition:** Coach Core enjoyed another year of award success, including:

AAC Awards 2024	- EDI Provider Recognition Award, Winner - Widening Participation Award OTY, Finalist
World Skills Awards 2024	- Network of the Year, Finalist - World Skills Awards, Initiative of the Year, Highly Commended
The Learning Awards 2024	- Apprenticeship Programme of the Year (with England Boxing)
UK Coaching Awards 2023	- Wasim Collins, Coach Developer of the Year, Finalist - England Boxing Apprenticeship Programme, Inclusive coaching, Winner - Gabrielle Reid, Young Coach of the Year, Winner.
NE Apprenticeship Awards 2023	Training Provider/Programme of the Year, Winner.

Coach Core Foundation: Strategy 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.

The original five strategic areas of focus were:

- 1) **Our Sites:** increase the number of employers from 150 to 200, and to go from 15 to 20 UK sites.
- 2) **Our Support:** interpreted in two ways, a) fundraising -15% boost in diversity of funder, and b) the support for our young people to progress to graduation to move to 90% success rate.
- 3) **Our Apprentices:** to reach 1000 apprentices by 2024 and 50% of them to come from underrepresented groups.
- 4) **The Community:** 150,000 coaching sessions and 2.5 million participants across the 3-year period.
- 5) **The Insights:** evidence the wider social impact we create and set up a Youth Board that would provide a formal platform for young people to advance themselves and the charity.

Across this 3-year period, we have provided annual updates on our progress and how we have shaped or amended these targets based on the feedback given and the needs of our young people. The ultimate ambition has always been 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. If at any point we felt our strategic direction was not enabling us to achieve that mission, then we have always been transparent and honest in the decisions taken to adjust our processes and programmes accordingly.

Over page is the third and final year summary report of our 2021-2024 strategy that details our progress over the last twelve months. This sees the conclusion of the existing vision, mission and the targets for that period and is reported on for the period 1st April 2023-31st March 2024.

In terms of the wider strategy, we are extremely proud of how we have advanced the strength of the charity and for the lives we have changed across the last three years, knowing we have made a lasting impact in communities across the UK through our work. We achieved many of the targets we set out to achieve in 2021 – including celebrating our 1000th apprentice this summer - but we also fell short in some areas too, all of which have been reported transparently in our 3-year report.

Summary highlights across the 3-years include:

- 329 apprentices supported, 33% of which were female, 1 in 5 were from an ethnic minority, 43% lived in the top 30% of deprived areas in the UK, and 1 in 5 had a disability.
- 70% success rate, 17.6% higher than the national average despite our target audience.
- Over 230 employers in total with an average of 11x programmes launched per year.
- Apprentices have led/supported over 311,000 sessions, reaching approx. 4.3 million people.

To read the full 3-year strategic report, visit: <https://coachcore.org.uk/2021-2024-summary-strategy/>

We have taken this learning into the new strategy – ‘**Project 1500**’ - to reshape the underpinning vision, mission and purpose of the charity, identify the things we wish to enhance or develop further, but we also stay true to the things that have made Coach Core a stronger, more impactful charity overall. This is an exciting, bold new direction for the charity that has also been informed by the voices of our apprentices, our key stakeholders and independent analysis including the University of Bath, Morgan Stanley, and our System Partner governance processes with Sport England.

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

Our strategy summary: Year 3 impact / final observations.

Target Pillar	Target #1	Target #2
#1 OUR SITES	To grow from 150 to 200 employers in the next 3 years.	To grow from 15 UK sites to 20 during this time.
Status	Target attained: We have now reached 230 unique employers that have employed at least one Coach Core apprentice.	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 79 total programmes across the UK since 2012. We have averaged 11 programmes per year over the strategy period.
#2 OUR SUPPORT	15% increase in funding diversity	Re-establish a success rate of 90%+ by 2024.
Status	<p>Target attained: When Coach Core novated out of The Royal Foundation in April 2020, we received £509,515, inclusive of our 2018-21 Sport England partnership funding. Since the novation, our income has grown steadily, mirroring the charity's expansion over the subsequent 3 years. Excluding the initial novation funds, income has increased by 48% from 2021 to 2024 and there has been a 292% growth in the number of supporters giving to the charity.</p> <p>In 2022, Coach Core were named a Sport England 'System Partner' and confirmed a new 5-year funding agreement.</p> <p>In 2023, for every £1 of funding Coach Core granted an employer, £5 was unlocked from government grants and employers. This totals an estimated £4.5 million extra funding to those young people who needed it.</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>Whilst we fell below our aspiring target of 90% success rates, we are currently tracking at 80% and proud that the apprenticeship continues to surpass the national average for completion rates.</p> <p>Currently, 71% of apprentices who start our programme successfully finish it, exceeding the national average by 17.6% and outperforming apprenticeships in the Leisure, Travel, and Tourism sector by 11.5%. Given our target group of apprentices face extra challenges and barriers, this completion rate is even more impressive.</p>
#3 OUR APPRENTICES	To have supported a minimum of 1,000 total learners by 2024	Attaining a 50% target for underrepresented groups over the next 3 years
Status	<p>Target remains: At present we have supported 986 apprentices and expect to hit 1000 by September 2024.</p> <p>We will celebrate this success by launching the 1000th apprentice campaign, shining a light on the young people over the last 12 years and following the journey of our 1000th apprentice.</p>	Target amended: Originally, we set an ambitious target of achieving 50% representation across all areas. In 2022-23, we revised this target as we felt the original target was too overarching and not explicit enough to: a) differentiate the different socio-economic groups with enough clarity, and b) challenge ourselves to drive greater opportunities for these different audiences versus the national averages per group.

		<p>Measuring across 2021-24, we have supported:</p> <ul style="list-style-type: none"> - An average of 21% from Ethnically Diverse communities – an upward trend of 5%. - 33% were female- an upward trend of 8%. - An average of 22% had Additional Learning Needs, an upward trend of 21% from the beginning of the strategy period 15% to 36% in 2023. - 43% from the Top 30% IMD areas, an upward trend of 4%.
#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>Across this strategy period apprentices have led or supported over 311,000 sessions, reaching approximately 4.3 million people. This is above the predicted amount, and it is worth noting we are now using a methodology linked to start and end dates alongside an average for coaching sessions and the number of participants.</p> <p>One case study that brings these statistics to life is Madi, for her women and girls focused sessions. One of the participants commented <i>“When I first came, I wouldn’t do any of the sessions I would just stay with Madi but now I join in a bit more and I’ve made quite a few friends”</i>. Madi worked on the Women's Active projects delivering sessions for women of all ages in ethnically diverse and under-served areas of Leicester. She continues to empower unaccompanied asylum-seeking children with their self-development, giving them the tools, skills and knowledge to understand the opportunities that the project can provide for them.</p>	
#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 enhance our ways of working linked to SROI. This has been one of the biggest advancements the charity has made.</p> <p>We believe that we have an obligation to continue to champion the successes and challenges facing our young people by involving their voices and representing them as best as we can. We also committed to open, transparent reporting both internally and by engaging with the services of external partners to evaluate our work. This includes:</p> <ul style="list-style-type: none"> -Development of a robust recruitment strategy, benefitting all parties. -Selected partner for the Morgan Stanley Charity Challenge, providing invaluable insight into our operations and ways we can enhance our work. -Featured in the 2023 Centre for Social Justice ‘Game Changer’ paper. - Worked with the Sport for -Development Coalition on the sector evaluation tool. 	
		<p>Target attained: The Coach Core Youth Board was launched in the first year of our strategy. It now enters its third phase, guided by key learnings from our past experiences, and will include the launch of apprentice/graduate networks, virtual meeting spaces for young people with a shared passion or lived experience, to connect with others, share their experiences and help us improve our programmes. These networks will be shaped by the young people themselves and will help ensure our programmes are more reflective of the needs and challenges faced by marginalised and under-represented groups.</p> <p>This also mirrors their feelings that wider youth initiatives need more decision making and insight from young people themselves. We will now focus on creating a supportive environment where they can lead and shape their own experiences, ensuring their voices are at the heart of everything we do.</p>

Our performance in context

Previous analysis by the London Progression Collaboration (2022) showed that intermediate apprenticeship starts had decreased by 72% between 2014/15 and 2021/2022, whilst higher level apprenticeships had increased by 400% across the same period.

Similar research the following year showed that higher level apprenticeship starts were the highest on record, with intermediate starts the lowest (gov.uk 2024).

More recent analysis by '**mystartingpoint**' (2024) showed that this trend had continued across the most recent academic year. Advanced, higher level and degree level apprenticeships had made up 94.8% of all apprenticeship starts in 2023/2024, whilst 66.6% of apprenticeships were funded by the apprenticeship levy.

This suggests that employers were continuing to prioritise higher level qualifications, likely to be better suited to older, more experienced staff, rather than providing opportunities to younger applicants.

To amplify this challenge, young people were experiencing a range of barriers in accessing employment and education across this same period. Research from the Office of National Statistics (2024) shows that around 12% of young people (aged 16-24) were not in employment, education or training (NEET) between October and December 2023. This represented an increase of over 20,000 from the same period in 2022.

In addition, there were an estimated 559,000 young people who were both NEET and economically inactive, an increase of almost 40,000 since the previous estimate in 2022. Mental health challenges and the cost-of-living crisis were continuing to determine the employment and education choices of young people.

Alongside this, young people from marginalised groups continued to face significantly more barriers to employment and education as outlined clearly by the Youth Futures Foundation in 2023.

Against this backdrop, the need for our work becomes even more apparent and has shaped many of the strategic plans and directions for our new strategy – **Project 1500**.

Our operations: 1st April 2023 to 31st March 2024

New programme launches currently in learning (all level 2 unless indicated)

Programme	Employers	Start numbers	Leavers
Bristol 23	5	11	1
England Boxing (Mixed Qual)	1	7	0
Leicester L3	8	16	3
Leicester 23	3	6	1
Manchester 24	1	1	0
National 23 L3	3	5	0
Northumberland Tyne & Wear 23	12	18	3
Notts and Derby L3	4	6	2
Surrey	4	5	1
Surrey L3	4	4	0
Sussex 23	8	10	3
West Midlands 23	5	11	1
Total	58	100	15

Completed programmes (all level 2 unless indicated)

Programme	Apprentice starts	Graduated	Distinction
Birmingham 21	11	8	4
Bristol 22	15	11	7
British Cycling L2/L3	2	2	2
Doncaster 22	5	3	1
Essex 22	12	9	3
Leeds 22	8	6	2
Leicester 22	17	11	2
London 22	12	6	1
Manchester 22	13	9	7
Middlesbrough 22	16	11	6
National 22 L3	5	5	4
Sussex 21	7	3	0
England Boxing L3	8	7	1
Total	131	92 (70%)	40 (43%)

The overall achievement rate for apprenticeships in England increased to 54% in 2022/23. Coach Core's achievement rate surpasses the national average by 16%, a notable accomplishment given the significant barriers faced by the individuals we support.

25% of Coach Core apprentices come from ethnically diverse backgrounds, compared to 15.2% of apprenticeships nationally, indicating a 10% higher representation. 34% of Coach Core apprentices for this financial year are female, compared to the national average of 48%. While the participation of female apprentices has been steadily increasing, this remains an area of focus for Coach Core.

Benchmarking – taken from the latest DfE annual achievement, pass, and retention rates (2022/2023)

Future prospects: 2024-2025

- **Project 1500 – the bold new strategy for Coach Core (2024-27).**

Launching in Summer 2024, and as mentioned previously, we have taken the learning from the previous strategy and feedback from our beneficiaries, to write a strategy that we also feel is designed around the opportunities available for the charity over the next 3-years.

It has led us to reshaping the key vision, purpose, values and mission of the charity to ensure we are reflective of the current state of the organisation, the environment in which we operate and the needs of our young people.

Our vision: every young person can access meaningful education and employment opportunities without barriers and discrimination.

Our purpose: Coach Core Foundation enables under-represented young people to access inclusive sports apprenticeships, changing their lives and those around them.

Our values: we are collaborative, inclusive and empowering, and we challenge ourselves to always put young people at the heart of everything we do.

Our 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.

The overarching goal is to support 500 new apprentices over the next 3 years to build on the 1000 apprentices we've supported over the last 12 years. These inspiring role models will then create a powerful impact in their local community across 2024 to 2027 with a projected 611,000 coaching sessions led or assisted that will benefit over 8.5 million participants during that time.

You can learn more about our exiting new strategy here: <https://coachcore.org.uk/project-1500/>

- **Fundraising summary**

Every year we aim to diversify our funding portfolio further so we can maintain consistent operations and support for the charity. We want to reduce our dependency on a handful of donors, and instead boost the charity's resilience and adaptability. This year we've worked hard to establish relationships with new Trusts and Foundations and corporate partners and have launched events and campaigns to engage new audiences and help unlock more unrestricted funding. Whilst we've still got a long way to go, we're thrilled to see a 131% growth in the number of supporters giving to Coach Core and a 32% growth in income (in comparison to the previous financial year). We hope this inspires even greater confidence and trust among donors, supporters and stakeholders as we continue to grow.

Below we have captured some highlights for Coach Core:

- Our 10th Birthday Celebrations in October 2022 were an opportunity for our supporters and prospective supporters to see their Royal Highnesses William and Katherine, as well as special guests such as Max Whitlock (6-time Olympic medalist), Eboni Usoro-Brown (Commonwealth gold winning netballer) and Nathan Dawe (DJ and producer). This rare and exciting opportunity meant we had 154 guests in attendance – around half had previously not engaged with us at Coach Core. We raised £13,116 in the run up and on the day, but over the subsequent months in FY24, we have unlocked two corporate donations worth a total of £35,000, a gift of £21,000 from a Foundation, a £2,000 donation from an individual and a recurring monthly donation of £50.

- We have also organised two new fundraising events and campaigns to help us grow a diverse portfolio of multi-year and multi-beneficial partnerships that will ensure our sustainability for the future. The first is Sporting Chance Prize Draw, which took place in March 2023. This enabled us to raise £1,563.07 (against our initial £1000 target). We saw donations from 55 people of whom 92% were brand new to Coach Core. These donors will subsequently receive the Coach Core newsletter in June, and a personalised message in September (as part of a brand new Thankathon initiative). We hope that with time and proper stewardship, a proportion of these donors will become long-term supporters.
- The second new initiative was Coach Core's Sports Day. As a brand-new event, we were thrilled to have 23 teams and 200 people join us for our very first Sports Day. 11 companies were known to us (existing corporate partners/Coach Core network) but 7 were new connections (who heard about event through our Trustee board and our partners network). Thanks to the sponsorship, team entries and raffle sales, we raised over £13,000 (net profit) from the day! But just as importantly, we've had great feedback from those who attended and have been told that everyone wants to come back next year with more teams.

Moving forwards, we are committed to using these our campaigns and events to strengthen our existing partnerships and introduce new supporters to the charity. Plus, we're making strides with establishing our first ever Development Board which will bring together 6-8 influential people who can help us raise our profile and sustainably grow our income base. Our ambition is that the group will help us open doors to potential supporters, instigate fundraising events or campaigns and, over the next 12 months, for the group to collectively help us unlock £150,000 to support our work.

• **Raising our profile**

In 2023-2024, we introduced four new high-profile ambassadors to join the current supporters of the charity and share our work with their audiences. Namely they are:

- **Heather Fisher** – former England Rugby Union and Winter Olympian.
- **Callum Knight** – current e-gamer professional
- **Azeem Amir** – current England blind football player
- **Jo Pavey** – former Olympian and current athletics coach

Building on the first Sports Day event, the second also saw a number of celebrities support our work on the day and widen our exposure to their substantial follower base.

We also embarked on our first partnership with PR-marketing specialists – Run Communications – who have helped us to devise a strategy to enhance our profile and highlight our work in a variety of different ways, to very different audiences. The hope is that we can really demonstrate the impact of our work to bring more influential figures and decision makers towards the charity to help us realise the growth ambitions of the new strategy.

• **Sport England Tier 3 compliance**

As part of our 'System Partner' agreement (2022-2027) with Sport England, we were set a number of benchmarked areas of improvement that the charity can work towards. We welcomed this review as a relatively new organisation and have achieved compliance in several areas since our last annual report. This includes:

- Audit and Nominations Committee's introduced.
- Continued development of Diversity and Inclusion Action Plan and our People Plan.
- Board of Trustee skills matrix and enhanced governance (detailed in the next section)

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. In 2024, we had one founding trustee and two further trustees serve notice to step down and as such a recruitment process was undertaken to identify their replacements and further strengthen the board ahead of the new strategy with two new appointments. The current 2024-2025 Board of Trustees is outlined below.

As per our Constitution, the trustees are responsible for overseeing the management of all the affairs of the 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 (Chair) December 2019.	Stephen Mitchell (SID*) December 2019.	Khaled Amin (Treasurer) July 2024.	Phil Newman (Risk) July 2024.	Andrew Thomas August 2020.
Eboni Usoro- Brown August 2020.	Huw Edwards August 2020	Athos Rushovich July 2024	Haydn Morgan July 2024.	Sian Hill July 2024.

* Senior Independent Trustee

As of 31st March 2024, The Coach Core Foundation employs a total of 13 staff. The Senior management team is as follows:

- **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**

Registered address Capital Offices (c/o CCF) 124-128 City Rd, London, EC1V 2NJ	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	Financial services Cadence Accounting (Suite 3, 157 Station Rd E, Oxted RH8 0QE)
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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, apprentices, 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, without discrimination or bias
- providing safe, equitable and positive environments so that they can 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.

Risk and 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:

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

The Foundation undertakes the following, ongoing responsibilities:

- Ensuring staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. Programmes facing staff undergo an enhanced DBS check and minimum Level 1 safeguarding training every 3 years. Non programmes facing staff, trustees board members and contractors undergo a basic DBS check, whilst our position on volunteers will depend on the role they play within the organisation.

- Building a culture of safeguarding best practice across our staff team and wider network. This includes a quarterly risk and safeguarding meeting with staff and ongoing dialogue with employers and our Training Provider, to ensure all parties are clear on their responsibilities.
- Ensuring a minimum of two qualified Designated Safeguarding Leads at any one time within the charity, with these individuals made known publicly. Level 3 DSL refresher training will be carried out at least every 3 years.
- Ensuring employers provide evidence of their safeguarding lead and are advised of the need to conduct DBS checks for their apprentices.
- Ensuring each apprentice undergoes safeguarding training, as part of their apprenticeship. It is requested that they are also shadowed and observed until they complete lead coaching qualifications, as part of the formal, signed employer agreement.
- Keeping abreast of key policy changes via membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies.
- Engaging 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 (DSLs) have the lead responsibility for all safeguarding and protection matters 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.
- The DSLs are also responsible for:
 - *Ensuring they, and the wider staff base, 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.*
 - *Ensuring all staff 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.*
 - *Ensuring that key stakeholders are aware of the Foundation's Whistleblowing policy.*

Programmes staff are responsible for:

- *Undertaking and maintaining training linked to safeguarding and child protection.*
- *Ensuring that all their key stakeholders are aware of how to report safeguarding concerns and to whom.*
- A designated risk and safeguarding trustee is an experienced and qualified individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Risk and Safeguarding focus for 2024 - 2025

We have recently updated our organisational Risk Register, based on feedback from all departments. This will be updated regularly and reviewed every quarter, to help identify and mitigate risks to the organisation.

We are continuing to update and develop our policies, to further enhance our operational processes. We will be finalising a range of key policies and action plans over the next 12 months, including our Diversity and Inclusion Action Plan and our Environmental, Social and Governance and Mental Health Policies. We will also be submitting our first set of evidence to the Ann Craft Trust Safeguarding Adults in Sport Framework. This aligns with the expectations set as part of the System Partner-Tier 3 process and will provide further guidance on how to enhance our safeguarding practices.

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.

Fundraising Compliance

Coach Core's fundraising team is comprised of a Director of Development who leads the team, and two Fundraising Officers who assist in executing various fundraising activities. Additionally, an independent fundraising trustee who provides expert guidance to the team.

Within the trustee board, two members have donated financially over the last financial year. All trustees sign a 'conflict of interest' declaration to ensure that donations benefit the charity without any personal gain.

To manage donor details securely, Coach Core uses the database Salesforce, ensuring that this information is not shared outside the charity.

In July 2020, Coach Core registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice.

We greatly value 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.

To support these conversations, the charity has several policies in place to ensure ethical and effective fundraising. The Ethical Fundraising Policy demonstrates a commitment to comply with laws and charity commission guidance. The Gift Recognition Policy ensures supporters are appropriately acknowledged. The Gift Management Policy outlines responsibilities for writing funding applications as well as capturing the acceptance, management, and reporting of grants to ensure compliance with

funding requirements. The Gift in Kind Policy requires documentation of non-financial donations 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 more information, please contact 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.
- Staff surveys and regular opportunities to feed in anonymously about the working conditions at the charity and anything we could or should improve.

Staff have a number of third-party support lines and HR guidance from our contracted partners, Petaurum, to ensure the team are able to confide any professional or personal issues they may be having.

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.

We continue to work with key partners, such as Sport England, to continually update and enhance our governance and people facing processes to create safer, supportive and happier working environments for all.

Lastly, there is a periodical review of our people focussed policies to ensure they are relevant and fit for purpose. Owners of each policy are assigned by role within the senior management team and any new updates are shared accordingly with the staff and the board.

Financial Review

The level of income raised has increased in the year primarily as a result of a new partnership with CIMPSA to fund the coaches to work with the apprentices to improve employment prospects at the end of the programmes. This has also been a factor in the increase in costs in the year as the coaches were employed. Despite the general cost pressures in the economy the foundation continues to manage day to day expenses in an effective manner. 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 second 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 pledged £100,000 which was received after the year end.

Eight 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 £358,250. The forecast to completion of the programmes is £302,869 and in addition £160 of other grants were made. Refunds of £9,415 were received in respect of grants made in previous years resulting in a total grant expense for the year of £293,614. 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 FY24 grants is expected to exceed £2 million.

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, 2024, is estimated at £78,000.

As at March 31, 2024 the charity had free reserves of £16,385. 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. 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

We have an on-going, strong, relationship with our principal funders, and have added a number of significant new funders in the past year. We continue to have a strong relationship with Sport England, with whom a new partnership commenced in April 2022.

The budget for the year to March 2025 has been developed with a continued focus on the environment within which Coach Core operates 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, are sufficient to ensure that Coach Core has adequate resources and funding to continue to operate as normal 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 Monday 7th October 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 2024 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 2024 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

17th September 2024

COACH CORE FOUNDATION

2023 – 2024 FINANCIAL REPORT



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COACH CORE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

				2024	2023
		Unrestricted	Restricted	Total	Total
		fund	funds	funds	funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	305,370	685,750	991,120	841,592
Investment income	3	2,199	-	2,199	372
Other income		227	-	227	1,959
Total		307,796	685,750	993,546	843,923
EXPENDITURE ON					
Raising funds	4	91,802	-	91,802	82,881
Charitable activities	5				
Sports and coaching programmes		267,470	570,447	837,917	776,770
Total		359,272	570,447	929,719	859,651
NET INCOME/(EXPENDITURE)		(51,476)	115,303	63,827	(15,728)
RECONCILIATION OF FUNDS					
Total funds brought forward		62,461	114,033	176,494	192,222
TOTAL FUNDS CARRIED FORWARD		10,985	229,336	240,321	176,494

COACH CORE FOUNDATION
BALANCE SHEET - 31 MARCH 2024

				2024	2023
		Unrestricted	Restricted	Total	Total
		fund	funds	funds	funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	11	-	-	-	1,913
CURRENT ASSETS					
Debtors	12	118,110	-	118,110	123,034
Cash at bank		42,979	229,336	272,315	176,492
		<u>161,089</u>	<u>229,336</u>	<u>390,425</u>	<u>299,526</u>
CREDITORS					
Amounts falling due within one year	13	(150,104)	-	(150,104)	(124,945)
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>174,581</u>
NET CURRENT ASSETS					
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>176,494</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>176,494</u>
NET ASSETS					
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>176,494</u>
FUNDS					
	14				
Unrestricted funds				10,985	62,461
Restricted funds				229,336	114,033
TOTAL FUNDS					
				<u>240,321</u>	<u>176,494</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 7th October 2024 and were signed on its behalf by:



E Wray - Trustee

COACH CORE FOUNDATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

		2024	2023
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	I	93,624	3,317
Net cash provided by operating activities		93,624	3,317
Cash flows from investing activities			
Interest received		2,199	372
Net cash provided by investing activities		2,199	372
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at the beginning of the reporting period		176,492	172,803
Cash and cash equivalents at the end of the reporting period		272,315	176,492

COACH CORE FOUNDATION
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

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

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	63,827	(15,728)
Adjustments for:		
Depreciation charges	1,914	2,784
Interest received	(2,199)	(372)
Decrease/(increase) in debtors	4,924	(61,451)
Increase in creditors	25,158	78,084
Net cash provided by operations	93,624	3,317

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank	176,492	95,823	272,315
	<u>176,492</u>	<u>95,823</u>	<u>272,315</u>
Total	176,492	95,823	272,315

COACH CORE FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

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.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024
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

	2024	2023
	£	£
Donations and gifts	991,120	841,592

3. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	2,199	372

4. RAISING FUNDS
Raising donations and legacies

	2024	2023
	£	£
Staff costs	91,802	82,881

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Grant funding of activities (see note 6)	Support costs (see note 7)	Totals
	£	£	£	£
Sports and coaching programmes	455,711	293,614	88,592	837,917

COACH CORE FOUNDATION**NOTES TO THE FINANCIAL STATEMENTS - continued****FOR THE YEAR ENDED 31 MARCH 2024****6. GRANTS PAYABLE**

	2024	2023
	£	£
Sports and coaching programmes	293,614	300,480

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

	2024	2023
	£	£
Derby	26,000	-
Leicester	54,000	38,250
Tyne & Wear	64,500	-
Manchester	-	42,000
Bristol	37,500	51,850
Leeds	(8,500)	38,000
London	-	38,500
Essex	-	27,336
Middlesbrough	-	61,000
Covid Relief	160	3,504
Birmingham	49,585	-
Sussex	17,735	-
Surrey	33,384	40
Doncaster	19,250	-
	293,614	300,480

During the year under review there was a recovery of £9,415 of underspend grants previously provided from unrestricted funds in the year to March 2023.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

7. SUPPORT COSTS

	Governance	
	Management	costs
	£	£
Sports and coaching programmes	64,182	24,410
Support costs, included in the above, are as follows:		
	2024	2023
	Sports and	
	coaching	Total
	programmes	activities
	£	£
Insurance	5,485	3,375
Telephone	3,913	2,629
Advertising	16,498	15,143
Sundries	1,995	682
Office supplies	1,632	1,123
Entertainment	2,876	1,447
Subscriptions	574	525
Travel and subsistence	31,209	17,113
Bank charges	-	112
Auditors' remuneration	9,778	6,000
Accountancy and legal fees	14,632	8,287
	88,592	56,436

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

	2024	2023
	£	£
Trustees' expenses	-	215

COACH CORE FOUNDATION**NOTES TO THE FINANCIAL STATEMENTS - continued****FOR THE YEAR ENDED 31 MARCH 2024****9. STAFF COSTS**

The average monthly number of employees during the year was 7 (2023: 9).

One employee received emoluments exceeding £60,000 (2023: One).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	368,891	472,701	841,592
Investment income	372	-	372
Other income	1,959	-	1,959
Total	371,222	472,701	843,923
EXPENDITURE ON			
Raising funds	82,881	-	82,881
Charitable activities			
Sports and coaching programmes	243,149	533,621	776,770
Total	326,030	533,621	859,651
NET INCOME/(EXPENDITURE)	45,192	(60,920)	(15,728)
RECONCILIATION OF FUNDS			
Total funds brought forward	17,269	174,953	192,222
TOTAL FUNDS CARRIED FORWARD	62,461	114,033	176,494

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2023 and 31 March 2024	653	7,700	8,353
DEPRECIATION			
At 1 April 2023	602	5,838	6,440
Charge for year	51	1,862	1,913
At 31 March 2024	653	7,700	8,353
NET BOOK VALUE			
At 31 March 2024	-	-	-
At 31 March 2023	51	1,862	1,913

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Other debtors	118,110	123,034

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	1,095	1,112
Social security and other taxes	9,147	(17)
Other creditors	2,198	2,444
Grants payable	116,361	108,491
Accrued expenses	21,303	12,915
	150,104	124,945

14. MOVEMENT IN FUNDS

	Net movement		
	At 1.4.23	in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	62,461	(51,476)	10,985
Restricted funds			
Sport England	86,116	(65,690)	20,426
Temasek/Sport England Covid Relief	7,414	(160)	7,254
Other	500	5,000	5,500
Sport England 2	3	903	906
Taylor Trust	20,000	(20,000)	-
CIMPISA	-	195,250	195,250
	114,03	115,303	229,336
TOTAL FUNDS	176,494	63,827	240,321

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	307,796	(359,272)	(51,476)
Restricted funds			
Sport England		(1)	
Temasek/Sport England Covid Relief		-	
Other	24,250		
Sport England 2	390,501		
Taylor Trust		-	
CIMPISA	250,000		
Hypatia Trust	21,000		
	685,75	(570,447)	115,303
TOTAL FUNDS	993,546	(929,719)	63,827

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	Net movement		
	At 1.4.22	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>

Comparative 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>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

14. MOVEMENT IN FUNDS - continued

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

	Net movement		
	At 1.4.22	in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	17,269	(6,284)	10,985
Restricted funds			
Sport England	123,621	(103,195)	20,426
The Royal Foundation	201	(201)	-
Temasek/Sport England Covid Relief	10,918	(3,664)	7,254
Other	40,213	(34,713)	5,500
Sport England 2	-	906	906
CIMPSA	-	195,250	195,250
	<u>174,953</u>	<u>54,383</u>	<u>229,336</u>
TOTAL FUNDS	<u>192,222</u>	<u>48,099</u>	<u>240,321</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	679,018	(685,302)	(6,284)
Restricted funds			
Sport England	(1)	(103,194)	(103,195)
The Royal Foundation	1	(202)	(201)
Temasek/Sport England Covid Relief	-	(3,664)	(3,664)
Other	61,950	(96,663)	(34,713)
Sport England 2	805,501	(804,595)	906
Taylor Trust	20,000	(20,000)	-
CIMPSA	250,000	(54,750)	195,250
Hypatia Trust	21,000	(21,000)	-
	<u>1,158,451</u>	<u>(1,104,068)</u>	<u>54,383</u>
TOTAL FUNDS	<u>1,837,469</u>	<u>(1,789,370)</u>	<u>48,099</u>

During the year the charity received the second instalment of a five year programme with Sport England (Sport England 2). A new partnership with CIMPSA commenced in the year. CIMPSA has provided funding for the provision of employment coaches to provide support for apprentices into long term. The allocation of the Sport England 2 funding is shown in Note 16.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024.

16. SPORT ENGLAND GRANT ALLOCATION

	2024
	£
Direct grant	<u>193,411</u>
SMT staff	27,995
Development staff	36,983
Digital staff	19,669
Impact staff	4,238
Programme staff	48,870
On costs and expenses	<u>12,475</u>
	150,230
Office costs	15,146
Digital costs	12,749
Events	-
Development & fundraising	804
Travel & subsistence	10,670
Kit & equipment	414
Education & licence fee	4,738
Training	-
Consultancy & partnership	<u>1,436</u>
	45,956
	<u>389,596</u>
Total	<u>389,596</u>
	<u>390,500</u>
Total grant	<u>390,500</u>
	<u>904</u>
Balance carried forward	<u>904</u>

COACH CORE FOUNDATION
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	991,120	841,592
Investment income		
Deposit account interest	2,199	372
Other income		
Gift aid receivable	227	1,959
Total incoming resources	993,546	843,923
EXPENDITURE		
Raising donations and legacies		
Wages	83,425	74,562
Social security	5,874	5,818
Pensions	2,503	2,501
	91,802	82,881
Charitable activities		
Trustees' expenses	-	215
Wages	324,705	267,911
Social security	31,442	27,596
Pensions	10,082	8,577
Sub contractors	20,430	19,500
Rent	18,000	28,800
Event cost	29,626	29,728
Training and welfare	9,052	16,012
Computer and software	5,559	10,658
Kit costs	414	4,527
Development fees	4,487	3,546
Fixtures and fittings	1,914	2,784
Grants to institutions	293,614	300,480
	749,325	720,334
Support costs		
Management		
Insurance	5,485	3,375
Telephone	3,913	2,629
Advertising	16,498	15,143
Sundries	1,995	682
Office supplies	1,632	1,123
Carried forward	29,523	22,952

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024**

	2024	2023
	£	£
Management		
Brought forward	29,523	22,952
Entertainment	2,876	1,447
Subscriptions	574	525
Travel and subsistence	31,209	17,113
	64,182	42,037
Finance		
Bank charges	-	112
Governance costs		
Auditors' remuneration	9,778	6,000
Accountancy and legal fees	14,632	8,287
	24,410	14,287
Total resources expended	929,719	859,651
Net income/(expenditure)	63,827	(15,728)

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