



Annual Report 2024 - 2025



**Report of the trustees and financial statements for the year ended
31st March 2025.**

**Audited by GBJ Financial Limited, Statutory Auditor, Sterling House, 27 Hatchlands Road,
Redhill, Surrey, RH1 6RW**

UK Charity Number: 1186782

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Trustees statement

The Trustees present their annual report and financial statements for the period ended 31/03/2025.

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 fifth 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

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 sector-based apprenticeships, changing their lives and those around them."

Since we launched in 2012, we have worked with over **268 sports for social change employers**, provided apprenticeships for **1,055 young people** who have become changemakers in their local communities, delivering an **over 1 million coaching sessions to over 15 million participants**.

We know at time of writing that youth unemployment is still rising in the UK and that those from discriminated or marginalised groups feel this inequality even further. For many, they have disengaged with education or employment totally placing significant strain on their wellbeing and the wider economy as a result. Therefore, we use Level 2 and Level 3 Apprenticeships to enable an accessible way for under-represented 16 to 25-year-olds to bridge the gap back into full time employment and education through something they feel passionate about. Operating in the sport and physical activity sector, we use a range of different Apprenticeship qualifications to ensure more diverse young talent gets the opportunity to engage in long term career pathways right for them, for their employers, and for their local community. We do this by employing a unique collaborative-partnership model working with reputable training providers and employers alike to deliver the change we all want to see. The charity provides insights and expertise to support all parties with talent identification, recruitment and retention strategies whilst also weaving additional training, support, and mentoring throughout the life of our programmes to create an unparalleled offer for those that need the opportunity most, both personally and professionally.

In order to achieve this, the charity fundraises to provide additional, non-Government employer grants to help support the right young people into these roles and ensure the insights, guidance and extra 'value add' for young people and businesses alike is delivered to where it is really needed most.

Our Apprenticeships range from community coaching, sports development, events, etc but they all take place in the Youth, Sport and Physical Activity sector. This is purposely so that young people:

- a)** Enter a sector they feel passionate about, allowing them to grow in an environment that instils a sense of purpose, promotes ongoing blended learning across a number of skillsets and fosters powerful 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 help them to take control of their career and future, whether that is in the sports sector or beyond.

In September 2024, the charity celebrated its 1000th apprentice, sparking the launch of '**Project 1500**'; a bold new strategy to support 500 new apprentices over the next 3-years. As part of this, we have challenged ourselves to further target the young people that need the opportunity most through a variety of ways:

- **Commitment to expand to new operational sites across the UK as well as continue to support our existing programme ongoing too.**
- **Respond to the needs of our sector employers to understand their recruitment requirements and seek to offer potential new Apprenticeship qualifications.**
- **Forge greater partnerships that ultimately allow for greater growth of the charity and enhance the offer of training and support for young people.**
- **Make space for more young voices to be heard and advocate even further for marginalised young people to access employment and education right for them.**

Charity reflections for 2024 - 2025

The charity enjoyed a successful year on all fronts. Whilst we did not exceed last year's fundraising target, we did establish many new multi-year partnerships, expand our programme portfolio and embark on many new internal projects and processes to further strengthen the organisation ahead of its new strategy. Summary highlights from 1st April 2024 to 31st March 2025 include:

- **Fundraising:** total income slightly decreased from FY24 £993,545 to £ £945,432 in FY25 but this was largely due to an overhaul of our financial reporting that ensured funds raised for activities in FY26 were further restricted and carried forwards which we feel further strengthens the governance of the charity. We also had a small number of multi-year partnerships end or taper further in FY25, but the overall volume of income sources grew once more, giving us confidence in our ability to exceed the £1m mark in FY26.
- **Summary programme and impact data:**
 - **99 new apprentices** started a Coach Core programme in this financial year, contributing to a total of **211 young people** that were deemed 'on programme' during those 12 months (starting, in learning, or graduated 1st April 2024 – 31st March 2025).
The start number is below our annual average (detailed on page 8), but it is critical to note that every Coach Core programme takes place over a 12–15-month cycle and will only begin when both funding available and employer numbers required are both aligned. A combination of these things in the last 12 months led to a lower start number than anticipated, but these same cycles mean that we are projecting a higher-than-average number of apprentices starts across 2025-26.
 - During the same period, **60 apprentices graduated from Coach Core** [that were on programme during FY25], which represented an achiever rate of 60% from those that started. Of those that graduated, 55% gained distinctions; the highest quality mark you can be awarded.
 - **13 new programmes** were launched in this time, and we supported a total of **110 different employers** across the 12 months. Of these organisations, **35% employed 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. **1 in 5 of our young people live in the Top 10% most deprived areas in the UK**. This number rises to **44%** of our total apprentices if we extend this to the Top 30% UK IMD areas. 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.
 - 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 FY25 period our apprentices led or assisted circa **171,000 coaching sessions to approximately 2.4 million participants**.



- **Academic research undertaken – ‘Understanding the Employer Experience’**

With nearly 1 million young people in the UK not in employment, education or training, and apprenticeship starts in decline, Coach Core Foundation commissioned vital new research to understand how the small and micro employers we support nationally are navigating the recruitment and retention of young apprentices. Working with the Centre for Social Justice in Sport and Society at Leeds Beckett University, we explored the real-world challenges employers face and the practical steps that can improve outcomes for both businesses and young people. This research was part-funded by Sport England.

Key Findings: The report highlighted pressing challenges, including five key areas of challenge:

- ***Low pay and the cost-of-living crisis.***
- ***Lack of work readiness and unrealistic expectations on both sides***
- ***Travel and transport barriers.***
- ***Limited diversity in some local areas***
- ***Inconsistent job security after apprenticeship***

Enablers of Success

Despite these hurdles, the research uncovered clear enablers of success:

- ***Effective mentorship and emotional support***
- ***Meaningful, varied work experiences***
- ***Clear communication and regular check-ins***
- ***Strong partnerships between employers, Coach Core, and learning providers.***

Recommendations

The recommendations are clear: better pay, improved onboarding, transport and start-up support, and a more inclusive, collaborative approach across the sector can lead to long-term success for everyone involved. As one employer put it: ***“we want to support and educate these young people – but we want to keep them in the business as well.”***

This report provided us with deeper insights into our employers’ experiences and served as an additional catalyst to review our theory of change, as well as our measurement, evaluation, and learning framework, which was developed following this work.

You can read more from the report here: [Understanding the Employer Experience - Coach Core](#)

- **HR key news:**

- Over the past year, our charity has grown from 13 to 17 staff members. This expansion reflects our commitment to strengthening both our internal capacity and the wider sector. These appointments included:
 - a) Director of Finance, Laura Otabor-Risino, to bring greater depth and expertise to our financial reporting and organisational insight. In addition, we created opportunities for two new apprentices, whose contributions have amplified the youth voice and challenged us to evolve our ways of working to better serve the apprentices we support.
 - b) After four years, the charity said goodbye to previous Director of Fundraising, Claire Webb. She had been integral in the establishment of our first fundraising strategy and initial growth phase. In March 2025, we welcomed Maggie Allen who joins us with extensive development experience and senior fundraising leadership skills.
 - c) A fourth national Workforce, Skills, and Apprenticeship Lead, who is driving innovative work to raise apprenticeship standards and support workforce development across the sector.
 - d) Lastly, in April 2024, we hired Prince Asafu-Adjaye as our new trust and foundations officer to help drive income streams and boost our fundraising strategy for FY25.



- **Digital:** Coach Core Foundation’s digital strategy has been to focus on stabilisation, development of key internal platforms and steady growth across external channels. Key points of summary across the last 12 months include:
 - **Website traffic** was up 8% on the previous year, with our annual awards ceremony continuing to drive higher numbers across the nominee and winner announcement period. Our blog pages saw an increase in engagement, particularly on thought leadership pieces.
 - **Social media follower numbers** grew 9% on the previous year. We made the decision to stop posting on X (formerly twitter) due to the lack of moderation, increase in spam and hate speech on the channel. We also stepped back from posting on Facebook to prioritise resources elsewhere. The charity has started a TikTok channel as part of a renewed focus on connecting with young people and we are in a test-and-learn phase there.
 - **Email communications** with our supporters switched to a monthly cadence and single-issue focus (instead of a quarterly newsletter), and we have seen a 23% growth in subscribers.
 - As an organisation we have taken a careful approach to AI. Staff have been encouraged to start engaging with AI tools and asked to bring their experiences back to the team. Staff have received basic training around data security and trustworthiness of results generated by AI. Moving forwards, we will be revisiting our digital practices and creation of an AI policy too.
- **Recognition:** Coach Core enjoyed another year of award success, with multiple nominations and ‘highly commended’ accolades. We were privileged to win the following 2024-25 awards:

Apprenticeships and Training Award 2025	- Outstanding Achievement award – Gary Laybourne
Sport Birmingham Community Awards	- Education programme of the year – Coach Core Foundation - Inspirational story award for CC Birmingham graduate, Zain Khan
World Skills Awards 2024	- Educator of the year award – North East Learning Coach, Wasim Collins
Multicultural Awards 2024	- Charity, Voluntary & Public Services Employer of the Year – England Boxing (Coach Core programme)
UK Coaching Awards 2024	- Community Coach of the Year for Adults – CC Tyne and Wear graduate, Claire Lambton

Project I500: September 2024 to August 2027



Under the arch of the iconic Wembley Stadium, we set out our very clear mission: **We want to further grow our wider partner network to a) increase the quality of the apprenticeship experience, b) reach the young people who need the opportunity the most, and c) bring more supporters to the cause.**

This exciting, bold new direction for the charity was 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.

The strategy was overwhelmingly well received and praised for its clarity, its ambition, and the engagement of young people and key partners in its establishment ensuring that it is a direction that is responding to the needs of those we are here to serve and represent.

In order to bring about the change we all want to see; we have identified six key areas of focus:

- **Enable greater accessibility** - ensure our programmes and services are easily accessible to all young people – especially those most at risk of marginalisation - and to employers of all sizes.
- **Enhance our offer** - strengthen our current provision to ensure we are providing the best possible education, support and progression routes right for all.
- **Advocate and Influence** – further amplify the voice of our apprentices and employer partners, using their experiences to influence apprenticeship provision.
- **Elevate our evidence** - solidify our position as a 'go to' for insight and advocacy linked to youth employment, the power of sport and equality and diversity in the sector.
- **Remain insight led** - prioritise a culture of continuous learning, integrating insights from monitoring and evaluation into all sides of our organisational decision-making.
- **Gain more supporters** - inspire more people to give to Coach Core so we can continue to improve the lives of young people.

To bring our strategy to life, we have established a clear set of stretch targets designed to accelerate progress and deepen our impact.

- a) In 2024, our average number of apprentices supported per year stands at **112**. We have ambitions to grow the average number of starts to **167 per annum**.
- b) We aim to increase the proportion of **female apprentices from 34% to 50%**,
- c) We want to raise apprentice representation of **ethnically diverse young people from 23% to 30%**.
- d) We are also committed to improving access and opportunity, with targets to grow participation from **young people living in the top 30% most deprived areas from 38% to 50%**, and to expand support for **apprentices with additional learning needs from 22% to 40%**.
- e) Alongside this, we are striving to raise **achievement rates from 70% to 80%**, ensuring that more apprentices not only start but also succeed.

Deepening our understanding of our young people and the impact created.

Whilst too early in the strategic journey to tell, the initial signs for our focussed interventions are positive. For example, at the start of a Coach Core programme previously, we had 1 in 5 learners present some form of disability or additional learning need at the initial screening phase. However, with additional investment and time spent revisiting this with the apprentices across the life of the programme, we now know that this rises from 20% to more than **half of all apprentices having some form of learning support need**. We now know that young people feel compelled not disclose this for fear of rejection or pre-judgement and/or they were unaware they were living with learning need until they were diagnosed during their time on Coach Core.

We know the strategy has been well received and that the strategic partnerships and allocated funding we are seeking to grow will all result in impactful outcomes that ultimately help the right young talent to succeed. A constant, critical marker of success has always been the completion rates, but we are also now investing more into understanding more about our alumni and the onward impact they are creating after Coach Core.



- **77% of apprentices complete the programme**, with **61% moving directly into full-time work or education**.

- The impact continues beyond completion, **75% have been promoted or taken on additional responsibilities**, and **56% remain with their original employer**.

- The sector also benefits from strong retention, with **73% still working in sport and physical activity**.

- Importantly, **92% say the apprenticeship has helped their career**, and **53% express an interest in progressing to a higher-level apprenticeship**.

These figures highlight not just achievement, but momentum. They show a programme that is inclusive, ambitious, and consistently delivering positive outcomes for young people and employers alike.

Moving forwards, we not only want more young talent to realise their potential, but to also formalise, grow and activate our graduate-alumni group further so that we might be able to continue to support them and measure their success in the future. This is a key focus for 2025-26.

To read the full 3-year strategic report, visit: <https://coachcore.org.uk/about-us/our-strategy/>. Project 1500 will be evaluated and have specific impact reporting made available annually to the wider public via all our channels. For more information on our history, our operations, and charitable ambitions, please visit www.coachcore.co.uk/about-us

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 **Project 1500**.



Our operations: 1st April 2024 to 31st March 2025

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

Programme	Employers	Start numbers	Leavers
Bristol	5	11	1
England Boxing	1	1	0
Essex	7	10	3
Leicestershire (Mixed Qual)	6	9	3
London	6	11	4
Greater Manchester	4	9	3
National (Mixed Qual)	12	17	2
N. Lancs / Cheshire (Mixed Qual)	2	2	0
Notts / Derbyshire (Mixed Qual)	4	4	0
Sussex	6	8	1
Tees Valley	7	16	3
West Midlands	4	6	0
West Yorkshire	6	9	2
Total	70	113	22

Completed programmes (all level 2 unless indicated)

Programme	Apprentice starts	Graduated	Distinction
Bristol	9	7	3
Doncaster	2	2	1
England Boxing (Mixed Qual)	5	2	0
Essex	10	5	3
Greater Manchester	4	3	3
Leicester	12	10	3
National (Mixed Qual)	8	8	7
Northumberland Tyne & Wear	12	9	6
Notts / Derbyshire (Mixed Qual)	4	2	1
Surrey	4	3	1
Sussex	7	6	3
Tees Valley	3	2	0
West Midlands	6	3	2
Total	86	60 (70%)	33 (55%)

- The overall achievement rate for apprenticeships in England increased again to 60.5% in 2023-24 and is moving towards the Government target of 67% by the end of 2024-25. Coach Core's achievement rate surpasses the national average by 9.5%, a notable accomplishment given the significant barriers faced by the individuals we support.
- 19% of Coach Core apprentices come from ethnically diverse backgrounds, compared to 16.5% of apprenticeships nationally, indicating a 2.5% higher representation. 33% of Coach Core apprentices for this financial year are female, compared to the national average of 52.2%. While the participation of female apprentices has been steadily increasing, this remains a strategic focus.

Benchmarking – taken from the latest DfE annual achievement, pass, and retention rates (2023/2024)

Development summary 2024-2025

• Fundraising summary

FY25 was an important year for the charity with a new fundraising record for total income raised since gaining independence but also another step towards greater sustainability thanks to enhanced diversity of income streams. Critically, we grew our unrestricted income by over a third from £305k in FY24 to £410k in FY25.

	FY24_25	FY23_24	increase/decrease (£)	%
Statutory	397,497	640,500	(640,500)	-38
Trust & Foundations	278,012	96,2500	181,762	189
Major Gifts	5250	100,000	(94,750)	-95
Individuals	16,415	24,030	(7,615)	-32
Events	74,370	71,172	(3,198)	4
Corporate	170,468	58,956	111,512	189

It is critical to note, and as mentioned on page 5, the appointment of our first ever, finance employee – our Director of Finance – and a change of Treasurer in FY25, led to a full review of all income coding and financial reporting. This means that like for like comparisons, positive and negative, in all income streams above should be taken with caution given the new ways of working.

Highlights across the fundraising year included:

- The Project 1500 launch garnered some strong PR for the charity with the 1000th apprentice milestone at the heart of these celebrations. GB Olympic gold medallist Christine Ohuruogu attended, and it was featured on ITV News, BBC radio and a number of local press outlets across the UK linked to our programme sites.



- We have seen significant increases in income secured through high value income streams – in particular Trusts and Foundations and Corporate. We are grateful for the continued support of our loyal, long-term partners, Collinson and BMS, who continue to go the extra mile for Coach Core alongside colleagues from Miller Insurance, CMS UK, and a new, two-year partnership with The Leasing Foundation that began in early 2025. We have also received our first gift from the Garfield Weston Foundation and thank them for their support.
- The success of our annual Sports Day charity fundraiser has generated additional conversations with corporate partners keen to recreate this team building-networking vibe whilst providing funds to the charity. In August 2024, Rothschild were the first partner to establish a bespoke Coach Core Sports Day raising over £50,000 in the process.

- To coincide with our own Coach Core annual awards, we celebrated a new corporate partnership with Advent International. This three-year partnership will see an annual donation alongside a programme of colleague giving, volunteering, and skills and experiences that the Advent team can provide the charity and our apprentices too.
- In September 2024, the charity established a Development Board made up of 10 volunteers, all well placed to help support our fundraising strategy for the future. Their remit is to work towards making warm introductions to support fundraising efforts as well as promoting events and campaigns for the charity. Their progress is more focused on FY26, but we will report back accordingly given their targets for success were formalised in Spring 2025.
- The charity continued to grow its profile, securing coverage across multiple media platforms and highlighting the impact of our work. In addition to the Project 1500 launch, other key highlights included a graduate interview on BBC News, multiple podcast appearances for our CEO and features in print media such as Sports Nation and the Manchester Evening Standard.



“We’ve had people who’ve gone from apprentice to community coach to head coach and taken on other responsibilities with us like managing events”.

Bristol Sport Foundation, Coach Core employers 2020 – to date.

Future prospects: 2025 - 2026

- **Revisiting our Theory of change**

Beginning in the spring of 2025, Coach Core will work with an experienced consultant to refine our theory of change. With the significant growth and evolution of Coach Core, we feel it is vital to have a critical friend that will engage stakeholders and develop a theory of change that is both representative and visually accessible. The process will not only articulate the story of who we are and how we work but also surface important questions about the language we use, who participates in our programmes, and areas of the project that are often not given sufficient space to be explored in depth. This work is also informing a revisited measurement framework and the development of a decision-making framework. It will be completed by end 2025.

- **The commercial arm of the charity**

In the last financial year, it was raised that the Foundation should begin its exploration of establishing a commercial arm for two future purposes:

a) ***To continue our ambition for sustainable income streams on elements such as training, insights and opportunities we may choose to take to market.***

b) ***To ensure compliance with any HMRC regulations linked to any events or services we increasingly are providing.***

We have received expert legal advice on this, and the ambition is that any and all funds received would go directly to benefitting the wider Foundation as its sole shareholder. We are currently in the process of registering with Companies House and establishing an independent board to oversee its governance and management. We anticipate formally launching this in FY27.

- **A firmer step into policy and Government aligned working.**

APPG co-sponsorship and DWP/DCMS partnerships

Following successful attendances at the party conferences in the autumn of 2024, with the support of Lifetime Training, we became a co-sponsor for the All-Party Parliamentary Group on Apprenticeships which is co-Chaired by Andrew Pakes MP and Toby Perkins MP. This has been greatly beneficial in understanding the changing landscape of Apprenticeships under the new Government and also to help us connect with different sectors who are aiming to reach young people from under-served communities. Early meetings have been focused on the legislation that creates the new body Skills England and the remit it could or should have and the challenges employers have faced with the existing systems. We anticipate future meetings will include opportunities to hear from government officials, both from central departments and combined or local authorities on their plans around the skills agenda.

The new Government's focus on a Youth Guarantee for all young people aged 18-21 to be provided with opportunities for work, education or training, including apprenticeships, provides Coach Core with new opportunities to bolster its position within the youth employment and sports sectors. To maximise we will work on our connections with Government departments with a particular focus on Department for Education and the Department for Work and Pensions.



The result of this work? Our upcoming 'Call to Government'

To build on the potential of the APPG sponsorship and the Youth Guarantee, Coach Core has been researching and drafting a policy document on key changes we would like to see implemented by either central Government or Combined Authorities. We intend to finalise this policy document by Autumn 2025 following consultation with partners and key advisers. The call will consider how the Apprenticeship Levy, which the new Labour Government intends to rename the Growth and Skills Levy, can be utilised more effectively to support SMEs to take on Level 2 and 3 apprentices from under-served communities. The call will also consider other systemic changes in wider policy that will have a particular impact on young people considering apprenticeships as a credible vocational option. This will cover issues within school career support, travel costs and welfare policy issues. The call will use the evidence from the employer research with Leeds Beckett University as a foundation to prioritise the issues that matter to our young people.

- **Fundraising for FY26**

With a record income target in place for the upcoming year, our fundraising director will undertake three key things across the next 12 months:

- 1) Review the existing corporate and trust and foundation pipelines, ensuring we not only grow these but also focus time and energy more effectively to secure those funds.
- 2) Fully review our events strategy and how we can maximise existing events as well as identify new potential fundraising activities we can undertake.
- 3) Grow the impact of our Development Board in the hope this unlocks new supporters, new opportunities and use their respected status to elevate the profile of our work further.

- **UK Sport partnership / increased NGB partnerships**

Coach Core has partnered with UK Sport to leverage the platform of major sporting events to create meaningful social impact, specifically by offering apprenticeship opportunities to young people facing barriers to employment. As a UK Sport 'Social Impact Partner', Coach Core works to embed apprenticeships across various event workforces (including roles in coaching, event management, and logistics) for events like the World Boxing Championships and European Athletics Championships. This collaboration ensures that major sporting events not only inspire but also drive long-term employment and workforce diversity by training and providing experience to young people from disadvantaged or under-represented backgrounds, ultimately fostering lasting change in host communities and within the sports sector for young people facing barriers.

- **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. This was a welcome review, as a relatively new organisation, as it provided guidance and support on a number of key areas to strength the governance and safeguarding of the charity in its widest sense.

Annually, we have reported back on these key steps and major focus points for FY25 included:

- **Additional board governance and compliance**
- **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**

As of 31st March 2025, Coach Core has been deemed as 'satisfactorily working towards compliance' with now only 12 of 50 original requirements left to complete. We will continue to enhance operations and governance linked to these final points and report back in FY26 as to our further progress points accordingly.

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.
Resignations in this financial year: Dermot Heffernan (12 th June 2024),				

* Senior Independent Trustee

As of 31st March 2025, The Coach Core Foundation employs a total of 17 staff. The Senior management team is as follows:

Gary Laybourne, Chief Executive Officer	Maggie Allen, Director of Fundraising
Paul Thompson, Director of People and Learning	Amy Fazackerley, National Partnerships Manager
James Burbidge, Digital Marketing Manager	Laura Larsson, Data and Impact Manager
Laura Otabor-Risino, Director of Finance	

Registered address Capital Offices (c/o CCF) 124-128 City Rd, London, EC1V 2NJ	Independent Auditor GBJ Financial Limited, Statutory Auditor, 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. You can review the many CCF safeguarding related policies via: 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.
- All staff undergo mental health awareness training every 3 years.
- Building a culture of safeguarding best practice across our staff team and wider network. This includes a quarterly risk and safeguarding meetings 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.
- Coach Core Foundation is to have a minimum of 2 Designated Safeguarding Leads (DSLs) who 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 key stakeholders are aware of how to report safeguarding concerns and to whom.
 - Creating an open dialogue of sharing best practices with other employers within the programmes
 - A designated risk and safeguarding trustee are 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 2025- 2026.

We will continue to evolve from a reactive organisation to a proactive one, with a strong focus on prevention. We will do this by having clear roles for the DSLs. A strategic one will take a lead on policies and processes. This will also come with an additional strategic meeting every quarter. The other DSL will focus on operational safeguarding and ensuring safeguarding is embedded across the whole charity and partners, rather than just on the side. This shift is being supported through enhanced training for both staff and apprentices, deeper engagement with employers, and active collaboration with the wider safeguarding community. This will also include several touch points with employers to ensure that they are supported with their policies and procedures.

After successfully submitting our first evidence to the Ann Craft Trust, we are now reviewing the action plan to implement the necessary changes.

In addition, we will be submitting the required evidence to the CPSU. Both of these processes form part of the minimum safeguarding requirements set out by Sport England as part of the tier 3 process and will further enhance our safeguarding practices.

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 are 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 cannot access.*
- b) *Safeguarding their information to the absolute 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 Research and Impact Manager has already implemented robust policies and procedures to effectively collect, safeguard, and share information gleaned from our programmes.

Our Digital Comms Manager 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 Fundraising who leads a team of three fundraisers which assist in executing various fundraising activities. Additionally, an independent fundraising trustee 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 exceedingly 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 us:

Maggie Allen, Coach Core Foundation, c/o Collinson Group, 3 More London, London, SE1 2AQ or via fundraising@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, ensuring the team are able to confide any professional/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 latest updates are shared accordingly with the staff and the board.

Financial Review

During the financial year, total income decreased a small amount compared to the year before, falling from £993,545 to £945,432. This reduction is primarily due to the conclusion of the CIMSPA funded partnership and a £40,000 reduction in funding from Sport England as part of our tapering, multi-year partnership. However, there were many new partnerships established in FY25 including successfully securing a lucrative new partnership with the Westminster Foundation to support programmes in the North Lancashire and Chester regions, new Corporate support from organisations like Advent International who made their first donation in February 2025, and we also began a new partnership with UK Sport in March 2025 that runs to 2028/29.

The expansion of these programmes also contributed to an increase in expenditure during the year, reflecting the employment of additional Workforce Apprenticeships Skills Leads (WASL's). However, despite ongoing economic pressures, the charity continues to manage its operational costs effectively. Careful financial stewardship has ensured that day-to-day expenses remain well controlled, and the organisation has not yet experienced significant negative impacts from broader inflationary trends. The fundraising environment remains challenging; however, encouraging progress has been made, particularly through the development of new corporate partnerships, which provide a solid foundation for the year ahead.

Unrestricted income increased significantly from £307,796 to £410,173. This growth enhances the charity's financial flexibility and its ability to cover essential core costs.

A total of thirteen apprenticeship programmes were launched during the year. Each programme typically spans a fifteen-month period, and appropriate provisions have been made in these accounts for grants not yet disbursed as of the year end. Improved processes around grant payment scheduling, combined with greater stability for apprentices, have resulted in lower levels of funds to be recovered from completed programmes compared with previous years.

Total grant expenditure for the year amounted to £227,300, a reduction from the previous year due to fewer programme starts. It is important to note that the grants provided by Coach Core represent only a portion of the overall investment made in each apprentice through the programmes developed and delivered by the charity.

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 undertaken jointly by the Chair, Treasurer, and Chief Executive Officer to assess the financial requirements necessary to responsibly close the charity, should this ever be required. This assessment considered all contractual obligations relating to staff, premises, and contractors, ensuring that no risk would be posed to beneficiaries in such circumstances. The review was initially conducted on 31 March 2024 and subsequently revisited by the Chief Executive Officer on 31 March 2025. The total estimated cost of closure entering FY26 is now determined to be £116,802.

As of 31 March 2025, the charity held free reserves of £66,206 — a substantial increase from the previous year's closing balance of £10,985. This improvement reflects the continued strength of the organisation's fiscal management. Supported by the ongoing partnership with Sport England, newly secured funding from the Westminster Foundation, and commitments from other funding partners, the Trustees are confident that the charity remains in a sound financial position and is well placed to meet its obligations and continue operations for the foreseeable future.

Financial Control

There have been several changes to the finance department of the charity during the year. A new Finance Director was employed, and a new Treasurer joined the Board of Trustees. Finance Director is the first dedicated, internal hire and she has implemented several changes to enhance the previous processes and systems of finance. Many of the tasks have now moved in-house and the third-party accounting company, Cadence Accounting, now have reduced responsibilities.

The charity accounts are circulated monthly and reviewed by the Treasurer and Chairperson. The recommendations thereafter may be given to the Chief Executive and/or the Finance Director.

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

With significant improvements to our income streams – both amount and diversity of source - and an increase in the number of multi-year partnerships established, the decision was made to increase the fundraising target for FY26 as a result. In line with our Project 1500 targets, we know this will lead to an increase in employment places available via our Apprenticeships.

The rationale for this increase in fundraising target was also strengthened by the new development sub strategy presented by the fundraising director to the board and was signed off at the Board of Trustees meeting in March 2025 [noted in the minutes].

Additionally, indications for a third Sport England deal / additional funding from them in 2025-26 look positive and the Wray Foundation has offered its continued support to underwrite where required. Expenditure plans also have an enhanced level of control and foresight built over the last 5 years that ensure further strengthening our financial governance.

With the new finance director in place, reporting to senior management and the board is now more frequent and robust and with a growing reserve amount, the Trustees consider that the charity has adequate resources and funding to continue to operate successfully for the near 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 13th January 2026 and signed on its behalf by:

A handwritten signature in blue ink, appearing to read 'Edward Wray', with a long horizontal flourish extending to the right.

Edward Wray
Chair 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 2025 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 of 31 March 2025 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 taken together, 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 carefully 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

GBJ Financial Limited
Statutory Auditor
Sterling House
27 Hatchlands Road
Redhill
Surrey
RH1 6RW
13th January 2026.

COACH CORE FOUNDATION

2024 – 2025 FINANCIAL REPORT



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**COACH CORE FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

				2025	2024
		Unrestricted	Restricted	Total	Total
		fund	funds	funds	funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	410,174	535,259	945,433	991,120
Investment income	3	3,428	-	3,428	2,199
Other income		7,185	-	7,185	227
Total		<u>420,787</u>	<u>535,259</u>	<u>956,046</u>	<u>993,546</u>
EXPENDITURE ON					
Raising funds	4	98,277	-	98,277	91,802
Charitable activities	5				
Sports and coaching programmes		296,921	565,305	862,226	832,517
Total		<u>395,198</u>	<u>565,305</u>	<u>960,503</u>	<u>924,319</u>
NET INCOME/(EXPENDITURE)		25,589	(30,046)	(4,457)	69,227
RECONCILIATION OF FUNDS					
Total funds brought forward		16,385	229,336	245,721	176,494
TOTAL FUNDS CARRIED FORWARD		<u>41,974</u>	<u>199,290</u>	<u>241,264</u>	<u>245,721</u>

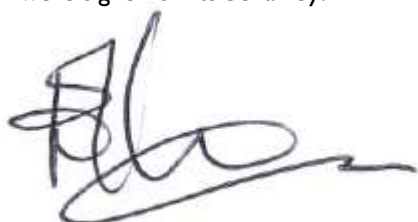
COACH CORE FOUNDATION

BALANCE SHEET

31 MARCH 2025

			2025	2024
		Unrestricted	Restricted	
		fund	funds	
Notes	£	£	£	£
FIXED ASSETS				
Tangible assets	11	1,574	-	-
CURRENT ASSETS				
Debtors	12	16,068	-	118,110
Cash at bank		545,656	199,290	272,315
		<u>561,724</u>	<u>199,290</u>	<u>390,425</u>
CREDITORS				
Amounts falling due within one year	13	(521,324)	-	(144,704)
NET CURRENT ASSETS				
		<u>40,400</u>	<u>199,290</u>	<u>245,721</u>
TOTAL ASSETS LESS CURRENT LIABILITIES				
		<u>41,974</u>	<u>199,290</u>	<u>245,721</u>
NET ASSETS				
		<u>41,974</u>	<u>199,290</u>	<u>245,721</u>
FUNDS				
	14			
Unrestricted funds			41,974	16,385
Restricted funds			199,290	229,336
TOTAL FUNDS				
			<u>241,264</u>	<u>245,721</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 13 January 2026 and were signed on its behalf by:



E Wray - Trustee

COACH CORE FOUNDATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

		2025	2024
	Notes	£	£
Cash flows from operating activities.			
Cash generated from operations	I	471,564	93,624
Net cash provided by operating activities		471,564	93,624
Cash flows from investing activities.			
Purchase of tangible fixed assets		(2,361)	-
Interest received		3,428	2,199
Net cash provided by investing activities		1,067	2,199
Change in cash and cash equivalents in the reporting period		472,631	95,823
Cash and cash equivalents at the beginning of the reporting period		272,315	176,492
Cash and cash equivalents at the end of the reporting period		744,946	272,315

The notes form part of these financial statements

COACH CORE FOUNDATION
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

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

	2025	2024
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(4,457)	69,227
Adjustments for:		
Depreciation charges	787	1,913
Interest received	(3,428)	(2,199)
Decrease in debtors	102,042	4,924
Increase in creditors	376,620	19,759
	<hr/>	<hr/>
Net cash provided by operations	471,564	93,624
	<hr/>	<hr/>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank	272,315	472,631	744,946
	<hr/>	<hr/>	<hr/>
	272,315	472,631	744,946
	<hr/>	<hr/>	<hr/>
Total	272,315	472,631	744,946
	<hr/>	<hr/>	<hr/>

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.

1. ACCOUNTING POLICIES - continued

Fund accounting

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

Pension costs and other post-retirement benefits

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

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations and gifts	945,433	991,120
	=====	=====

3. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	3,428	2,199
	=====	=====

4. RAISING FUNDS

Raising donations and legacies

	2025	2024
	£	£
Staff costs	98,277	91,802
	=====	=====

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Sports and coaching programmes	544,450	227,300	90,476	862,226

6. GRANTS PAYABLE

	2025 £	2024 £
Sports and coaching programmes	227,300	293,614

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

	2025 £	2024 £
Derby	-	26,000
Leicester	-	54,000
Tyne & Wear	-	64,500
Manchester	48,350	-
Bristol	-	37,500
Leeds	27,150	(8,500)
London	32,400	-
Essex	38,150	-
Middlesbrough	33,000	-
Covid Relief	-	160
Birmingham	2,000	49,585
Sussex	28,750	17,735
Surrey	-	33,384
Doncaster	-	19,250
North Lancs/Chester	17,500	-
	<u>227,300</u>	<u>293,614</u>

7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Sports and coaching programmes	64,228	308	25,940	90,476

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

	2025	2024
	Sports and coaching programmes	Total activities
	£	£
Insurance	4,941	5,485
Telephone	5,381	3,913
Advertising	9,395	11,098
Sundries	1,335	1,996
Office supplies	1,629	1,632
Entertainment	772	2,876
Subscriptions	325	574
Travel and subsistence	40,450	31,209
Bank charges	308	-
Auditors' remuneration	9,084	9,778
Accountancy and legal fees	16,856	14,632
	90,476	83,193

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

	2025	2024
	£	£
Trustees' expenses	241	-

9. STAFF COSTS

The average monthly number of employees during the year was 13 (2024: 7).

One employee received emoluments exceeding £60,000 (2024: 1).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	305,370	685,750	991,120
Investment income	2,199	-	2,199
Other income	227	-	227
Total	307,796	685,750	993,546
EXPENDITURE ON			
Raising funds	91,802	-	91,802
Charitable activities			
Sports and coaching programmes	262,070	570,447	832,517
Total	353,872	570,447	924,319
NET INCOME/(EXPENDITURE)	(46,076)	115,303	69,227
RECONCILIATION OF FUNDS			
Total funds brought forward	62,461	114,033	176,494
TOTAL FUNDS CARRIED FORWARD	16,385	229,336	245,721

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2024	653	7,700	8,353
Additions	-	2,361	2,361
	<u>653</u>	<u>10,061</u>	<u>10,714</u>
At 31 March 2025			
DEPRECIATION			
At 1 April 2024	653	7,700	8,353
Charge for year	-	787	787
	<u>653</u>	<u>8,487</u>	<u>9,140</u>
At 31 March 2025			
NET BOOK VALUE			
At 31 March 2025	-	1,574	1,574
	<u>-</u>	<u>1,574</u>	<u>1,574</u>
At 31 March 2024	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	6,847	-
Other debtors	-	118,110
Prepayments and accrued income	9,221	-
	<u>16,068</u>	<u>118,110</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	10,731	1,095
Social security and other taxes	15,618	9,147
Other creditors	1,464	2,198
Grants payable	128,192	116,361
Deferred income	328,125	-
Accrued expenses	37,194	15,903
	<u>521,324</u>	<u>144,704</u>

14. MOVEMENT IN FUNDS

	Net movement		
	At 1.4.24	in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	16,385	25,589	41,974
Restricted funds			
Sport England	20,426	(20,426)	-
Temasek/Sport England Covid Relief	7,254	-	7,254
Other	5,500	-	5,500
Sport England 2	906	(906)	-
CIMPSA	195,250	(108,698)	86,552
Sport England 3	-	30,842	30,842
GLA	-	21,500	21,500
Westminster Foundation	-	47,642	47,642
	<u>229,336</u>	<u>(30,046)</u>	<u>199,290</u>
TOTAL FUNDS	<u>245,721</u>	<u>(4,457)</u>	<u>241,264</u>

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	420,787	(395,198)	25,589
Restricted funds			
Sport England	-	(20,426)	(20,426)
Other	73,617	(73,617)	-
Sport England 2	-	(906)	(906)
CIMPSA	-	(108,698)	(108,698)
Sport England 3	353,499	(322,657)	30,842
GLA	43,001	(21,501)	21,500
Westminster Foundation	65,142	(17,500)	47,642
	<u>535,259</u>	<u>(565,305)</u>	<u>(30,046)</u>
TOTAL FUNDS	<u><u>956,046</u></u>	<u><u>(960,503)</u></u>	<u><u>(4,457)</u></u>

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

		Net movement	
	At 1.4.23	in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	62,461	(46,076)	16,385
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)	-
CIMPSA	-	195,250	195,250
	<u>114,033</u>	<u>115,303</u>	<u>229,336</u>
TOTAL FUNDS	<u>176,494</u>	<u>69,227</u>	<u>245,721</u>

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	307,796	(353,872)	(46,076)
Restricted funds			
Sport England	(1)	(65,689)	(65,690)
Temasek/Sport England Covid Relief	-	(160)	(160)
Other	24,250	(19,250)	5,000
Sport England 2	390,501	(389,598)	903
Taylor Trust	-	(20,000)	(20,000)
CIMPSA	250,000	(54,750)	195,250
Hypatia Trust	21,000	(21,000)	-
	<u>685,750</u>	<u>(570,447)</u>	<u>115,303</u>
TOTAL FUNDS	<u>993,546</u>	<u>(924,319)</u>	<u>69,227</u>

14. MOVEMENT IN FUNDS - continued

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

		Net movement	
	At 1.4.23	in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	62,461	(20,487)	41,974
Restricted funds			
Sport England	86,116	(86,116)	-
Temasek/Sport England Covid Relief	7,414	(160)	7,254
Other	500	5,000	5,500
Sport England 2	3	(3)	-
Taylor Trust	20,000	(20,000)	-
CIMPSA	-	86,552	86,552
Sport England 3	-	30,842	30,842
GLA	-	21,500	21,500
Westminster Foundation	-	47,642	47,642
	<u>114,033</u>	<u>85,257</u>	<u>199,290</u>
TOTAL FUNDS	<u>176,494</u>	<u>64,770</u>	<u>241,264</u>

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	728,583	(749,070)	(20,487)
Restricted funds			
Sport England	(1)	(86,115)	(86,116)
Temasek/Sport England Covid Relief	-	(160)	(160)
Other	97,867	(92,867)	5,000
Sport England 2	390,501	(390,504)	(3)
Taylor Trust	-	(20,000)	(20,000)
CIMPSA	250,000	(163,448)	86,552
Hypatia Trust	21,000	(21,000)	-
Sport England 3	353,499	(322,657)	30,842
GLA	43,001	(21,501)	21,500
Westminster Foundation	65,142	(17,500)	47,642
	<u>1,221,009</u>	<u>(1,135,752)</u>	<u>85,257</u>
TOTAL FUNDS	<u>1,949,592</u>	<u>(1,884,822)</u>	<u>64,770</u>

During the year the charity received the third 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.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

16. SPORT ENGLAND GRANT ALLOCATION

	2025	2024
	£	£
Direct grant	116,754	193,411
SMT staff	29,974	27,995
Development staff	35,293	36,983
Digital staff	22,338	19,669
Impact staff	4,118	4,238
Programme staff	90,395	48,870
On costs and expenses	1,364	12,475
	183,482	150,230
Office costs	428	15,146
Digital events	-	12,749
Events	818	-
Development & fundraising	-	804
Travel & subsistence	12,398	10,670
Kit & equipment	4,773	414
Education & licence fee	4,909	4,738
Training	-	-
Consultancy & partnership	-	1,436
	23,326	45,956
Total	323,562	389,596
Total grant	353,500	390,500
Balance carried forward	30,842	904

COACH CORE FOUNDATION
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	945,433	991,120
Investment income		
Deposit account interest	3,428	2,199
Other income		
Gift aid receivable	7,185	227
Total incoming resources	956,046	993,546
EXPENDITURE		
Raising donations and legacies		
Wages	87,173	83,425
Social security	8,369	5,874
Pensions	2,735	2,503
	98,277	91,802
Charitable activities		
Trustees' expenses	241	-
Wages	394,631	324,705
Social security	40,313	31,442
Pensions	10,712	10,082
Sub-contractors	36,543	20,430
Rent	-	18,000
Event cost	34,573	29,626
Training and welfare	4,882	9,052
Computer and software	7,700	5,559
Kit costs	12,182	414
Development fees	1,886	4,487
Fixtures and fittings	787	1,913
Grants to institutions	227,300	293,614
	771,750	749,324
Support costs		
Management		
Insurance	4,941	5,485
Carried forward	4,941	5,485

COACH CORE FOUNDATION
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
Management		
Brought forward	4,941	5,485
Telephone	5,381	3,913
Advertising	9,395	11,098
Sundries	1,335	1,996
Office supplies	1,629	1,632
Entertainment	772	2,876
Subscriptions	325	574
Travel and subsistence	40,450	31,209
	64,228	58,783
Finance		
Bank charges	308	-
Governance costs		
Auditors' remuneration	9,084	9,778
Accountancy and legal fees	16,856	14,632
	25,940	24,410
Total resources expended	960,503	924,319
Net (expenditure)/income	(4,457)	69,227

This page does not form part of the statutory financial statements.