

Queen Bee Coaching

Annual Report 2023



www.queenbeecoaching.org
info@queenbeecoaching.org

Queen Bee Coaching Annual Report 2023 (year ended 31 Dec 2023)

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1. Summary of the year

Our Annual Report outlines Queen Bee Coaching's performance against its strategic objectives for 2023, focusing on engaging women in Greater Manchester and ensuring the sustainability of its service.

QBC successfully matched 60 clients with coaches in 2023, surpassing our target of 55 and representing a 25% increase on matched clients over 2022. Client feedback from our May 2023 questionnaire showed 93% felt coaching helped them progress their goals, with 89% feeling they were more likely to progress as a result of coaching. A significant barrier for clients seeking coaching remains affordability, with 82% citing it as an obstacle.

We continue to build and develop connections with networks throughout the city region, focussing on our work reflecting the diversity of the area where we live and work. We have continued our partnership work, further developing our connections with organisations like GM4Women and She Leads for Legacy. The aim was to increase representation of ethnic minorities, disabled women, and LGBTQIA+ individuals. While clients came from all 10 boroughs of Greater Manchester, there was a focus on reaching women from the northern districts and those with disabilities. A new partnership for this year is our link with Salford Community Leisure and we hope to increase access to coaching for women from working class backgrounds.

A key development was the launch of Queen Bee Connect, an alumni network designed to foster continued engagement. The network enables clients and coaches to support each other's professional growth through shared experiences and opportunities. Positive feedback from the first pilot event emphasised the importance of flexible networking spaces.

QBC also invested in coach training and supervision, offering 9 CPD events in 2023. Financial projections estimate the service's value at least £122,000 reflecting approximately 1,825 hours contributed by coaches, development teams and volunteers.

We continue to make strides in increasing diversity, ensuring sustained relationships, and driving social value in the region.

2. What is Queen Bee Coaching?

Vision: QBC has a vision of a world where all women have a voice and the power to lead.

Mission: QBC offers free coaching to support all women, particularly those from diverse backgrounds and experiences, to overcome barriers, increase their impact on society and rise to positions of influence, in order to accelerate Greater Manchester towards equity.

Queen Bee Coaching is part of The Pankhurst Trust and we would like to show our appreciation for their support and encouragement from our inception to today.

3. Introduction from the Chairs

Sally Hobbs (Sept 2020 - July 2023) - As I step down as chair of Queen Bee Coaching, I am so proud of everything we have achieved in the five years since we founded our free, volunteer-led coaching service for women's leadership in Greater Manchester, and chairing it has been a genuine privilege. And fun!

Our first chair, Kathy Cowell MBE, was a formidable act to follow, in September 2020, when I agreed to chair the next phase of our work for six months but it's been a bit longer! As Vice Chair of the Pankhurst Trust, which QBC is part of, my role has also been the link to our mother organisation ensuring the relationship remained strong and the Trust Board well informed. We have benefited greatly from that support during our existence. I believe passionately that we need to reshape the world around us to create a more equal society for all, and this needs leaders who are collaborative, listen, are women focused and unafraid to challenge existing more patriarchal assumptions. Coaching women leaders whose own life experiences are not privileged and who otherwise may not have opportunities is essential for social change and our vision of a world where all women have a voice and the power to lead.

We have now coached nearly 200 women in Greater Manchester, enabling and empowering them as future leaders. We have developed quality measures to evaluate our effectiveness, and delivered fabulous, regular CPD sessions. We expanded our service into new areas to reach more diverse groups of women, built new partnerships with women who have diverse networks and influence in communities with our service. We were supported by academics firstly to carry out an EDI review and then evaluate the service.

Now in 2023, after working with all to complete our strategic review, I am happy to stand down and hand over the role of QBC chair with confidence to Sarah Harness. Sarah, I know, has all the passion, skills and enthusiasm for the importance of coaching, alongside the right kind of collaborative style and leadership experience and I am really excited to see what QBC will do next.

Thanks to all of the wonderful, brilliant women who are part of what has made QBC a reality: the hundreds of hours of coaching by highly professional volunteers, the underpinning work to create systems, deliver quality CPD, communicate and promote our service, run events, and so much more. The main joy is to see women who have been coached growing in confidence, achieving their potential and influencing the world around them for the better. It is what we are all here for!

Sarah Harness (July 2023 - present) I started my time with Queen Bee Coaching in July 2023 by gaining a better understanding of this incredible service and what it offers. Ranging from the coach network of over 80 women currently engaged, who with their continued commitment deliver high quality coaching, supervision and CPD - to the clients that become a valued member of a wider coaching support network. In addition to that are the development volunteers we're lucky to have working with us, often in the background, to keep our coaching offer going.

I've been lucky enough in my career to see the kind of difference good Leadership Coaching can make, both within organisations and for the individuals involved. So, to now be part of Queen Bee and help you carry and build on the outstanding work that's already happening is a real privilege and I'm grateful for the opportunity.

In this last year, you've given some fantastic feedback and suggestions about how we might move forward – with themes emerging around: how we raise awareness of what coaching is; how we go about recruiting coaches and clients; suggestions for future partnerships; how we can be more inclusive; and what QBC means to us all. As we work together to put our strategic plan in place, these questions stay at the forefront of our minds.

I know my time with Queen Bee Coaching has only just begun but I am filled with gratitude and admiration for each and everyone of you that helps keep this incredible service running. I am struck by your commitment to fostering equality, empowerment and positive change. From providing one to one coaching sessions, ongoing supervision and CPD, and organising workshops and events, your contributions have made a tangible difference in the lives of women in Greater Manchester.

And I am excited to see what we will achieve in the coming year.

As we know, women are capable of remarkable things and women together are unstoppable.



4. Who's who

QBC is a volunteer-led service governed by a Steering Group who are all volunteers. The service is run by our Development Team volunteers.

Steering Group

Name	Role
Advita Patel	Communications/Ambassador
Becky Grey	Marketing/Networking and Social Media
Claire-Marie Boggiano	Marketing/Networking
Sally Campbell	Strategic Plan Development
Sally Hobbs	Chair to July 23 and Steering Group link for the Pankhurst Trust
Sarah Harness	Chair from July 23
Sue Lightup	Strategic Lead for client and coach recruitment, Networking and Quality
Stephanie Lee	Secretary
Val Aherne	Planning and Coordination of Delivery, Quality Assurance and Volunteers

Development Team as of 31 December 2023

Name	Role
Audrey Robertson	HR
Becky Grey	Networking
Sadia Khurshid	Client and Coaching Recruitment database and process, data analysis
Beth McManus	Lead for Supervision, supported by Kate Howsley and two other volunteers
Shelley Woodley	Admin and Comms
Stephanie Lee	Governance and Admin
Sue Lightup	Recruitment/Assessment, CPD, Quality standards
Val Aherne	Delivery, Quality standards

Thank you to the following women who volunteered during 2023 but subsequently moved on to other things:

Abbie Murphy – Recruitment; Alice Lamb – Data; Beth McManus – CPD; Bethan Ward – Projects; Chess Crossley – Recruitment; Em Oliver – Ambassador Comms; Eve Small – Networking; Gabriella Henshaw – CPD; Helen Marks – HR; Jo O'Shea – Projects; Maria Abbasi – HR; Natty Siripha – Marketing and Admin; Ruth O'Sullivan – EDI

5. Performance against Strategic Objectives

QBC has four strategic objectives with associated targets. In the report we have reviewed our progress against each objective.

Strategic Objective 1: Accelerating impact

Our objective is to: engage and partner with women who are working to make change happen in the city region and support them to accelerate the impact of their work.

Target	Baseline	2023
To increase the number of clients matched to a coach.	45 (2022)	55
Clients report that QBC has helped them achieve their goals.	Client questionnaire sent in May 2023	<p>Of the clients who responded (n. 47)</p> <ul style="list-style-type: none"> 93% said coaching helped them progress their goals. 90% felt more confident. 87% said coaching helped development. 89% felt they were more likely to progress their career because of coaching.

Clients

The following table shows the progress we have made to increase the number of women applying for coaching and being allocated a coach.

	2018-19	2020	2021	2022	2023
No. of Clients	43	43	38	45	60

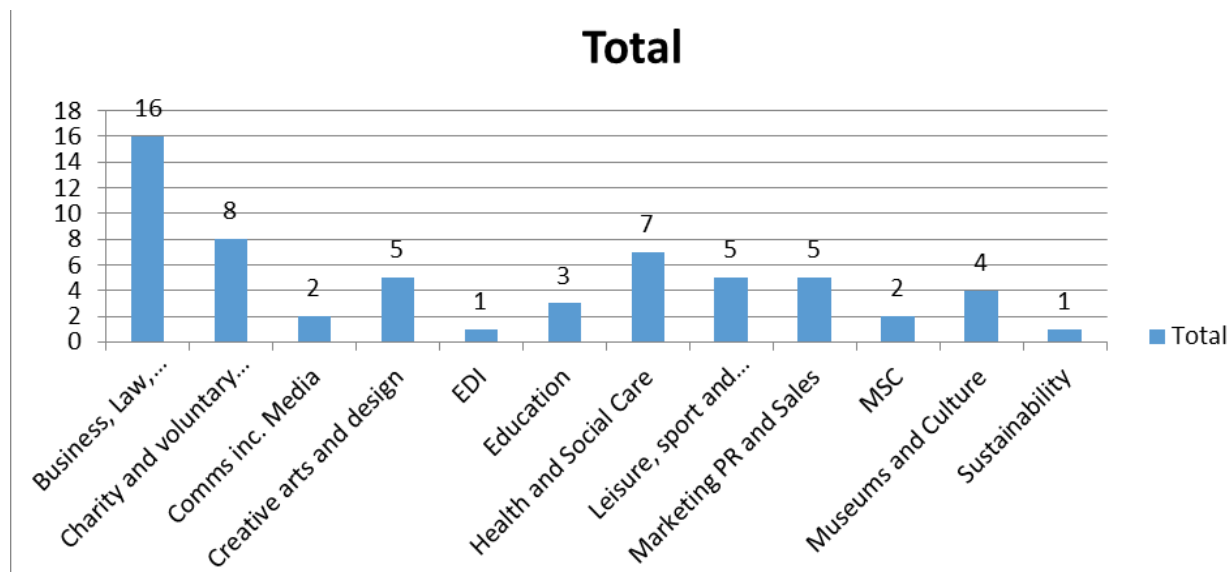
Significant stated Barriers in Seeking Coaching

In order to ensure we are fulfilling our mission to provide free coaching to women to overcome barriers, we ask applicants to tell us about any barriers they have faced/are facing. The top three barriers experienced by applicants were: working class; disability and BAME.

Where are our clients active?

Compared to last year when 22% of our clients worked in the charity and voluntary sector - this year the biggest group were from the business/law sector at 25% of the total.

The second largest group of applicants last year (12%) came from Education, while this year it is the charity sector with 12%.



Coaches

The following table shows the number of applications we have received from volunteer coaches over the last five years.

	2018-19	2020	2021	2022	2023
Coaches	54	26	31	26	19

Quality Review

We continue to measure our quality by inputs (CPD/Supervision/interviews) and outputs (Coach Biography forms/feedback forms, client and coach/Ad Hoc surveys). We collect data on the timing of the process, from application to welcome to the service (both clients and coaches).

In 2023, 79% of coaches were processed from application to welcome pack in 60 days, 2 took between 60 and 90 days, with 1 coach application taking longer than 90 days due to their choice, 3 took longer than 90 days.

For the majority of clients, 40% who applied and then engaged with the process (24 out of 60) were offered an interview, assessed and informed of the outcome within 30 days. The remaining clients negotiated a longer period due to personal circumstances.

Impact of our coaching

In May 2023 we sent a survey to 140 of our former clients and we received a 34% response rate. We were delighted with the results:

- 93% said coaching from QBC had helped them to make progress with their goals.
- 90% said coaching from QBC had made them feel more confident.
- 87% said coaching from QBC had helped them to develop.
- 89% felt they were more likely to progress their career as a result of being coached.
- 79% said coaching from QBC had made them more aware of tools and resources they can access to support their personal development.

Testimonials

As part of our evaluation process, we regularly collect testimonials from coaches, clients and volunteers. These show the impact their involvement with QBC has had.

Coaches and Development Team

The supervision sessions have been incredibly helpful, have really improved my confidence in my coaching practice and I think this has shown to my recent client. I have found coaching a more enjoyable (and less stressful) experience this time round with the supervision support.

Queen Bee Coaching is run by an excellent group of women. It is an important cause but also helps volunteers develop their own skills in a fun environment

Volunteering with Queen Bee has given me access to a network of experienced, career-driven women who have inspired and taught me how to become a leading woman myself!

Clients

I have left each of my sessions feeling positive, more in control of my future and with a little more confidence in myself each time.

My coach has taught me some new things about myself and that knowing something and doing something about it aren't the same thing, giving me some really useful tools to support me to do just that.

I now feel more able to recognise my success and achievements (and keep a note of it to look back on for the days that I can't!), make a reasoned division on where to go next, understand what I want to move more towards and what I want to move away from.

It's unbelievable, the support I've had has been amazing. There's real insight into how you are as a person, I now feel like I have a voice and I've been given a seat at the table. This is only the start.

Strategic Objective 2: Being heard

Our objective is to: Ensure the diversity of women in Greater Manchester is fully represented across the service, including clients, coaches, development volunteers, Steering Group and Ambassadors.

Target	Baseline	2023
To increase the number of formal partnerships with organisations in line with EDI targets.	2 [SLL, GM4Women]	2
There is greater representation of women who identify with the following EDI characteristics amongst QBC's clients, coaches, development volunteers, Steering Group and Ambassadors than Greater Manchester (2021 census data) <ul style="list-style-type: none"> • ethnic groups other than 'White' • Disabled • LGBTQIA+ 	2021 Census Data	Publish data
Monitor and report on the age of QBC's clients and coaches.	QBC 2022 Annual Report	Publish data
QBC coaches and clients live/work in all 10 boroughs of Greater Manchester.	QBC 2022 Annual Report	For the 1st year all boroughs were represented

What have we done?

In order to ensure we reach women from diverse backgrounds, we continued our partnership work with GM4 Women, She Leads for Legacy, Women Leading in Business. We also began to develop a new partnership for women from working class backgrounds with Salford Community Leisure and exploring opportunities to work with disabled women.

Networking

QBC has continued to build connections with networks across Greater Manchester, working hard to ensure that our clients represent the full diversity of the city region in line with our strategic objectives.

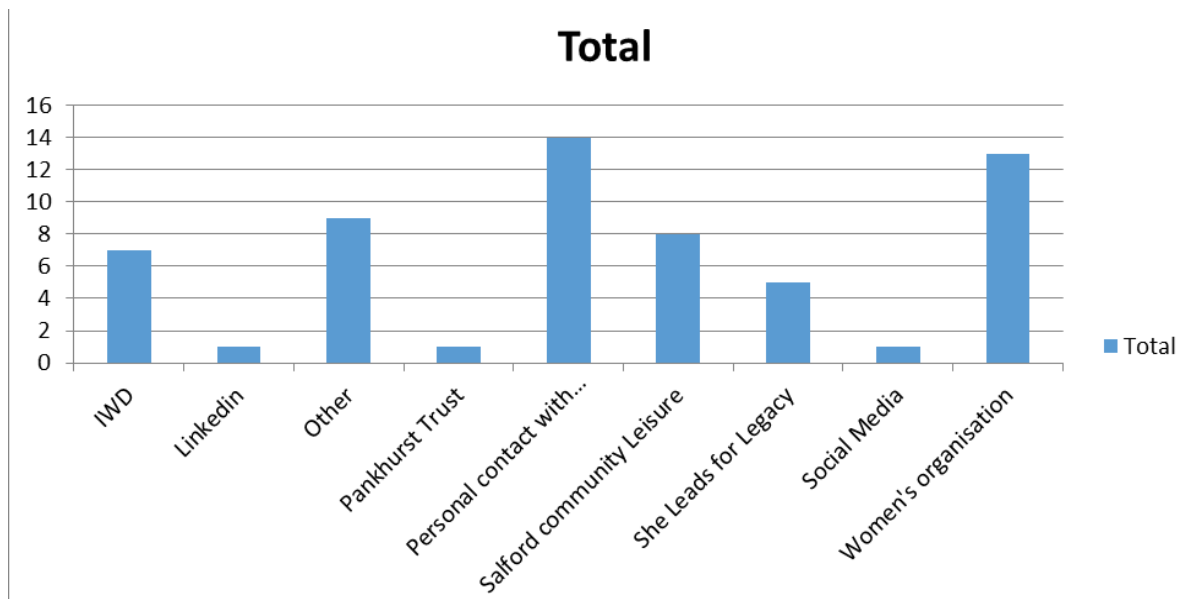
QBC is always looking to expand our reach to clients/coachees who face barriers to their personal development and leadership aspirations - we want more women to have the opportunity to impact on the way society works and address those inherent inequalities that challenge us as women.

We have developed partnerships with organisations we think can help us change the face of decision making across Greater Manchester. We have our links to GM4Women - attending all their borough based events; regularly promoted at Women in Business; STEM students at the University of Salford engineering dept, A further cohort of black women through She Leads for Legacy; evaluations completed by the University of Manchester students and with potential women managers at Salford Community Leisure. These partnerships have brought us coachees from all walks of life and some fabulous testimonials illustrating the impact coaching has made.

Further work is required to increase clients/coachees from the northern parts of Greater Manchester and with groups that can increase our reach to enable more women with a disability to access coaching.

International Women's Day has also provided us with a number of shared opportunities to promote Queen Bee Coaching with potential clients, coaches and volunteers.

The table below shows where clients heard about Queen Bee Coaching



When we looked at where coaches found out about QBC, personal connections/referrals were also the highest, followed by LinkedIn.

Coaching is not always well understood and we can offer examples at these events which can lead to mini 'Aha' moments for prospective clients. We know coaching's benefits cannot be fully understood until you have experienced the magic for yourself.

Equal Opportunities Monitoring

When applying to QBC, we ask clients and coaches to complete an anonymous Equal Opportunities Monitoring form. The table below shows the proportion of applicants who complete this form. As the table demonstrates, this varies each year.

	2019	2020	2021	2022	2023
Returned EDI forms / client applications received	40/43 (93%)	15/43 (35%)	38/38 (100%)	33/45 (73%)	49/60 (82%)
Returned EDI forms / coach applications received	53/54 (99%)	17/26 (65%)	24/31 (77%)	18/26 (69%)	13/19 (68%)

In 2023, 49 of the 60 clients who joined QBC completed our Equal Opportunities Monitoring form. Of the 48 Clients who shared their ethnicity, 75% identified as being from a White background, 10% identified as being of Black heritage and 4% of Asian heritage. The percentage of clients who identify as being from a Black, Asian and Minority Ethnic background is lower than in 2022, when 58% of Clients identified as being White British and White Other.

We also asked our clients if they were living with a disability. 28% said they were, which is above the national average of 24%.

Compared with 2022, there has been an increase in clients declaring a non-heterosexual identity, with 78% identifying as heterosexual/straight compared with 85% last year.

Of the 13 coaches who provided their ethnicity, 85% identified as being from a White background. This is less than in 2021 when 90% of coaches identified as being from a White background, but much less diverse than our 2022 coach applicant pool where 67% identified as being from a White background.

23% of coaches recruited in 2023 are living with a disability which is around the national average.

92% of coaches who shared their sexual orientation identified as Heterosexual/ Straight, which is an increase of 3% compared with the previous year.

Strategic Objective 3: Sustained relationships

Our objective is to: empower and inspire women through a sustained relationship with QBC as clients, coaches, volunteers and alumni.

Target	Baseline	2023
All Coaches access CPD (internally and externally) to match their training needs	2023 coach bio data	Publish data
All coaches attend a designated QBC CPD session related to our values, mission and approach.	N/A	N/A
All coaches access supervision, internally or externally.	12 coaches in 2023	12

Development and launch of Queen Bee Connect

One of the key aims of our strategic objective to increase sustained relationships with clients, was the development of an alumni network. QBC has a thriving coach network which provides peer-to-peer support, regular CPD and signposting to events, other networking, and professional opportunities across Greater Manchester.

We identified that there is a space for an equivalent client network, recognising that client engagement with QBC is predominantly through coaches and that there is a real opportunity to raise the profile of the clients and the work they do across Greater Manchester. The aim of the network is to: encourage clients to connect with and support one another in their journey as they move through the coaching process, to signpost each other to professional opportunities as and when they arise. The network will ultimately harness the power in numbers and also play a role in

maximising the impact women across Greater Manchester can have on society by engendering a culture of support and amplifying (potentially previously unheard) voices.

To ensure the client network met the needs of our clients, we held an online focus group which provided the following insights:

- The most important outcomes for women participating in the network were:
 - Having a safe space for networking
 - Career development & learning
 - Networking with like-minded women
- The network should be representative of a range of experiences and career stages.
- Clients would value hearing from other women - challenges as well as successes.
- The timing of activities and mode of delivery needs to be flexible e.g. online + in-person, not always at the same time.

To build on these findings, we held an in-person workshop with clients, coaches and volunteers to develop the principles of the network and a draft timeline of activities. It was during this workshop that our members asked why there needed to be a separate network and instead, could we not extend the community we had developed for our coaches to include clients (current and former). In practice this would mean that some activities/resources are available to everyone and some are tailored to the different groups - coaches, clients and volunteers - who make up the Queen Bee Community. We needed a name for this and a number of suggestions from members were put to a vote - from which Queen Bee Connect was born!

Following our focus group and workshop, we planned a 6-month pilot which was launched in November 2023 with an online Leadership CPD Event. We were delighted to welcome one of our Steering Group members, Advita Patel as guest speaker with the session title 'How to lead with unshakeable confidence.' 19 people attended and it was a 50/50 split of coaches and clients. The feedback from the event was very positive with participants appreciating the opportunity to come together with like-minded women.

- 'The session was very informative. But what I liked most was how open and honest the host was, it encouraged myself and others to be open as well.'

We will continue to deliver the pilot during 2024 whilst also looking for funding to help further develop our Queen Bee Network.

Supporting coaches with training and supervision to maintain a quality service

Our Coaches are a mixture of those who coach for a living and those who have coaching as part of a broad portfolio of paid and unpaid work. It was a policy agreement early in QBC development that there are many experienced, effective, inspiring coaches who do not have a formal qualification, so having a qualification is not a requirement to coach for us. Our early coaches often joined us from executive careers where coaching was part of the role with experience of the power of coaching and a willingness to spread the benefit.

We ask our coaches to commit to the EMCC competency standards and code of conduct which includes the need to keep their practice up to date, to have peer support and to use supervision. QBC provides supervision, coach resources through our Google library and CPD free to our coach community, plus the benefits of our coaches WhatsApp.

In 2023, Queen Bee supervisors Kate Howsley and Beth Clare McManus both offered closed group supervision, with four sessions scheduled across the year in line with the main coaching body [EMCC] requirements. One group had eight Queen Bee coaches, and typical attendance was between six and seven coaches for each session. This group has decided to continue working together in 2024, with one coach dropping out and a new coach joining the group.

1:1 supervision has also been available on an ad-hoc 'by request' basis. A total of 4 requests were received in 2023.

During 2023 coaches had access to a programme of CPD, planned and supported by a small group of volunteers/coaches. The programme aimed to provide monthly sessions, excluding August and December, on a range of topics such as tools and techniques for coaching, models of coaching and reflective sessions. Coaches are informed of these via QBC's monthly e-newsletter and Coach WhatsApp Group.

If new coaches to QBC do not have a lot of experience or provide a different sort of coaching eg Executive Coaching, it is possible to have a buddy for peer support or to be accepted as a 'trainee' for a period of time, tapping into the resources available on the shared drive, CPD and the WhatsApp community.

Strategic Objective 4: Sustainability

Our objective is to: ensure the Service is sustainable and has sufficient resources in order to deliver its strategy

In 2023 we started our planning to become an independent organisation.

We also worked with a fundraiser, Kiri Thayaparan, who volunteered her time with QBC to identify potential funding opportunities to support the sustainability of the Service.

In order to take forward the development of our client Network which was launched in Autumn 2023 as Queen Bee Connect, we paid a freelance project coordinator who carried out focus groups and started to pilot activities to engage our client alumni (see page 13, Development and Launch of Queen Bee Connect.)

6. Financial and Social Value

QBC is a volunteer-led and run organisation. The table below shows the social value generated by our volunteer coaches, Development Team, Steering Group and Ambassadors. This has remained consistent over the last three years in the region of £120,000.

	2021	2022	2023
Coaches @ between 2.25 and 2.75 hrs pm x 10 months. Calculated @ £50 p/h	60 = 1500 hours 75k	60 = 1500 hours 75k	57 = 1425 hours 71k
Development team @ 12 hours pm x 10 months Calculated @ £15 p/h	16 = 1920 29k	17 = 2040 31k	Est 31k
Steering Group @ 4 hours pm x 10 months Calculated @ £50 p/h	8 = 320 16k	8=320 16k	8=320 16k
Ambassadors @ 1 hour pm x 10 Calculated @ £50 p/h	8 = 80 4k	8=80 4k	8=80 4k
Total	124k	126k	122k

To note – information is taken from previous Annual reports and applied with the same formula – previously each annual report varied in the formula used. This set can therefore be used as more reliable data for comparative purposes.

In addition, there is the volunteer – but paid for by others eg admin support at 4 hours per week for 26 weeks x 25 = 2,600 per year