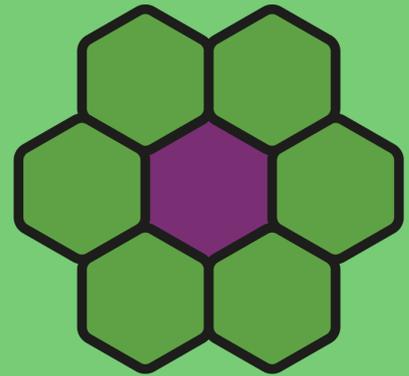




Queen Bee Coaching  
A Pankhurst Trust Service

# QUEEN BEE COACHING



ANNUAL  
REPORT  
FOR 2020



**Supporting women to  
develop their leadership  
skills is the aim of the QBC  
programme**

2020 EVALUATION

“**For me QBC has been  
radical, inspiring and critical**”

QBC CLIENT



# Contents

Introduction	3
Who's Who?	4
Clients	5
Coaches	6
COVID-19 Response	7
Diversity and Inclusion	8
Quality Review	9
Marketing	10
Social Media	11
Salford	12
Development Volunteers	13
Evaluation	14
Conclusion	15
Data Tables	16



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Queen Bee Coaching began in 2018 with a simple aim: to increase the number of women in leadership by supporting those whose potential was not paired with privilege. Since then we have undergone many changes (not least a name change from 'Some Women Coach'), but our core aim and values remain the same: to provide six free coaching sessions to diverse women from across Greater Manchester who have demonstrated leadership, enabling them to improve their skills and confidence, realise their full potential and accelerate their positive impact on society. We have continued to provide this service throughout 2020, working through isolation, lockdowns and uncertainty to bring quality leadership coaching and a network of connections to our clients.

We like to think of the women of QBC as resilient. As dynamic leaders, inspiring figures and adaptable women, who work to make the best of whatever situation they find themselves in. We like to think that QBC women support each other, take action and don't let difficult circumstances get the better of them. Never has this been more important than in the last year, and never has it been so inspiring to be proved right, over and over again. 2020 has needed resilience, dynamism, inspiration and adaptation, and we are proud to say that the women of QBC have risen to the circumstances magnificently. The document which follows is a testament to that, but also a record of the lessons we have learnt from 2020, which have informed our goals for 2021 and beyond.

On behalf of Queen Bee Coaching I would like to thank our outgoing Steering Group Chair Kathy Cowell, for all the time and experience she has dedicated to our service. Kathy has been with us since the beginning, but her increased commitments as Chair of Manchester Hospitals NHS Foundation Trust prompted her to take a step back in the Autumn of 2020. However, we have not lost her entirely: we are very grateful that she continues to work with us as an Ambassador. I would like to thank our coaches, who give their time so generously to such meaningful work, and our Steering Group, our Development Team and our Ambassadors, for all they do to make QBC the best it can be. Finally, I would like to thank the Pankhurst Trust: for being a place where a small idea can grow into something that, we hope, makes a real difference to women in our community.

Sally Hobbs  
Interim Chair, QBC Steering Group



## Who's Who? Our Team in 2020

### Steering Group:

Initial Chair: Kathy Cowell

Interim Chair: Sally Hobbs

Resource Investigator/Business Plan Development: Sally Campbell

Planning and Delivery: Val Aherne

Pankhurst Trustee and Evaluation: Saleema Kauser

Quality Framework: Caroline Marsh

Marketing: Sarah David until 10/20; Claire-Marie Boggiano 10/20 onwards

CPD and Training: Rachel Airs

Inclusion: Michele Scattergood until 01/20; current vacancy

Salford Development and Evaluation: Sue Lightup

Marketing and Social Media: Becky Grey

### Development Team:

Val Aherne: Team Leader

Catherine Chen: Evaluation

Nina Des Forges: Governance and  
Steering Group

Becky Grey: Marketing and Social Media

Amelia Gunn: RTRT Assistant

Tanisha Krishnan: Social Media and  
RTRT

Sadia Khurshid: Data and Recruitment

Kiya Hornby: Network Data Collection

Erin MacNamara: Internal Events and  
Communications

Penny Meek: Social Media and  
Communications

Becky Mundill: Diversity, Networking  
and Social Media

Emily Oliver: Ambassadors Programme

Tiffanie O'Neill: Quality Framework

Jo O'Shea: Quality Assurance Group

Estelle Thornton: Quality and Data

Bethan Ward: Salford Development  
and Website

Julie-Anne Weaver: Website  
Development



Clients coached in  
2020: 42

Over 100 clients  
coached in total  
since the service  
began!

## Clients

The purpose of Queen Bee Coaching is, first and foremost, **to provide free leadership coaching to ambitious, dynamic women in Greater Manchester**

Specifically, we aim to help those who cannot, for a variety of reasons, access mainstream coaching through their workplace or community. This may be because of the expense, because their workplace does not offer it, or because of systemic discrimination due to their gender, race, sexuality or a disability. Since the service began QBC has coached over 100 women in Greater Manchester.

Clients applying to QBC in 2020 have been less reflective of the demographics of Greater Manchester than in past years; possible reasons for this include relying more than we normally would on existing networks, which may be less diverse, and the harsher impact of the pandemic on women of colour and women with disabilities which may impact how much time or capacity they can give to being coached. We are currently re-examining our recruitment process to ensure that we reach out proactively to underrepresented groups, and our key focus for 2021 is to improve the diversity of our service in all areas.

QBC clients come from across Greater Manchester, although a concentration in the south east boroughs has informed a new approach which QBC is piloting in Salford. Our clients work in many fields, but primarily in the charity and voluntary sector, and over 75% of applicants in 2020 cited affordability as the main barrier to their accessing coaching elsewhere. These figures demonstrate that QBC is providing a vital service in offering coaching to our clients, and through supporting women in the charity and voluntary sector is also helping to benefit social causes throughout Greater Manchester.



QBC currently has 62 coaches, 51 of whom are active or waiting for their next client. 30 women applied to be coaches in 2020, from a range of professional backgrounds including education, law, consultancy and engineering. Equality and Diversity data reflects that the 2020 group of applicants was again less reflective of local demographics than in recent years (see the data tables at the end of this report for more comprehensive figures). QBC's primary focus across the service for 2021 is to ensure that the demographic make-up of our coaches reflects that of Greater Manchester - so as with our clients, we are currently reviewing our recruitment process to make sure we reach groups the service is under-representing.

Our coaches donate their time and expertise entirely free of charge, and in return we offer networking opportunities, a varied CPD programme and quarterly supervision.



## Training and Supervision

Since CPD moved online average attendance is 11 per session, with an average of 12 prior to the lockdown. During the year, the CPD sessions have covered topics including a Core Coaching Skills series, Coaching Virtually, Managing Difficult Conversations and a more informal book group-style workshop. Proposed sessions for 2021 include 'Coaching for Uncertainty, Loss, Change and Grief' with Kim Morgan of Barefoot Coaching, 'Coaching Beyond Tools and Techniques', and a panel discussion on gender inequality and the future of work post pandemic. CPD has thrived following the necessary move to zoom meetings, with the online format proving more accessible to many of our coaches. We have also been able to record sessions, so that those who cannot attend in person no longer miss out altogether. This monthly event has been a fantastic way to stay connected and it has provided stability and a sense of community. Looking ahead to 2021 QBC will continue to build on the social and networking opportunities available through CPD and include more informal sessions like the book group in our programme. In a post pandemic world a mix of virtual and in person sessions could be the way forward.

In January 2020 Kate Howsley of Career Evolution offered to provide quarterly coaching supervision, giving our coaches access to peer support and review as well as helping QBC to ensure the quality of the service we provide. We have since been able to expand our supervision offer to cover individual sessions, thanks to Kate and a small group of trainee supervisors who have donated their time. Approximately 40% of our coaches have registered for QBC supervision so far (many receive it elsewhere), and we intend to continue both group and individual supervision into 2021.



## COVID-19 Response

Since lockdown began we have hosted ten CPD sessions and eleven Steering Group meetings on zoom, as well as all operational meetings, interviews and coaching sessions, and the end of year party.

*'In order to protect you and your clients and to do our bit to delay the spread of the virus the Pankhurst has asked that we do not do any further in person coaching until further notice'*

From an email to coaches,  
18th March 2020

In March 2020 QBC made the decision to hold the monthly Steering Group meeting over zoom rather than in person. In that meeting it was decided to postpone the March CPD session, with subsequent sessions moving online for the foreseeable future. Later that week, in consultation with the Pankhurst Centre, we moved the whole programme online, requesting that our coaches met with their clients virtually. Four days later, the UK went into its first national lockdown.

QBC is hugely proud of the resilience and adaptability of our coaches in responding to these restrictions. We feel that we have been able to continue our service almost as normal during the pandemic, providing support to women in Greater Manchester at a crucial time, which is entirely thanks to our coaches. During an international emergency which has adversely affected women, providing our service has been more important than ever and we are, as always, immensely grateful for the time and expertise they provide.

The impact of COVID-19 and the various national lockdowns on the coaching service has been varied - on the one hand, several of our coaches have stepped back from their roles due to work or personal commitments related to the pandemic. On the other hand, many volunteers have been able to give more time - our development team in particular has grown throughout 2020, with many members applying because furlough left them with time on their hands. The greater versatility of online meetings has enabled our teams to meet more frequently, but the effect of zoom sessions on socialisation has been noted as a significant downside. To that end, our CPD team has integrated several more informal sessions into the 2021 programme, to allow our coaches more opportunities to get to know their colleagues. We have widened the reach of our programme through Radical Thinking for Radical Times (RTRT), which was developed as a reaction to lockdown, but the applicants to QBC in 2020 have been less diverse than in past years - thus informing our priority focus of greater diversity in all areas for 2021.



At the time of the previous annual report, the QBC team recognised the need to step up our work in achieving diversity goals, and requested external support to both assess the current state and to develop a strategy for improving diversity across all parts of the organisation - with a particular focus on coaches and the Steering Group membership. We were fortunate to be given leadership on this issue from QBC coach and diversity consultant Hannah Jepson. An HR specialist, Clare Plant, also volunteered her time and her work on the recruitment of development volunteers, mentioned below, tied in with this.

## Diversity and Inclusion

The recommendations of this work and additional development work throughout the year have been aligned with the Quality Assurance action plan and can be summarised as:

- Clearer shortlisting and selection criteria for coaches/steering group members and development volunteers
- Positive action in order to adopt a more strategic approach to networks/partnerships: QBC should work to build relationships with 'trusted partners' (organisations which represent the spectrum of protected characteristics)
- Application form could ask specific questions around Diversity and Inclusion in coaching. Application form to capture working class identity in two ways: background/education and current identification
- A new volunteer role to focus specifically around data analysis and network relationships
- Baseline targets in place for shortlisting women from protected characteristics as coaches or steering group members now assumed for all groups including clients and development volunteers
- More thorough consideration given to language, and inclusive terminology agreed as a Steering Group. Review messaging and tweak where needed. Also consider as a Steering Group the use of monikers such as BAME and POC/WOC, and whether this needs to be more nuanced
- Build informal partnerships with leads across each borough to support in reaching eligible women in those locations, using the Salford model as a pilot approach



# Quality Review

We are committed to upholding the quality of the service we provide to our clients, our coaches, our stakeholders and all our volunteer team.



Queen Bee Coaching aims to offer an excellent coaching service to our clients, on a par with any paid-for leadership coaching. This informs the way we recruit, support and offer professional development to our coaches. As a result, we have begun to review the service with an eye to establishing a framework for ensuring quality. This work has been led by QBC coach and Steering Group member Caroline Marsh, who established a Quality Framework and designed a process to review the quality of our service on a regular basis.

Initially we undertook a baseline assessment, looking into what QBC was doing well and areas which needed improvement. One of the areas identified for development was coach induction; a new welcome pack and a set of forms has been introduced. We also wanted to recognise and optimise the range of experience and skills of our coaches and have introduced the new coach biography, which we are currently rolling out. We have initiated more direct feedback from clients and coaches about their experience to help shape our service quality. The new system will enable QBC to better monitor the quality of the service we provide, by keeping us up to date with coach training and qualifications. Our new coaches will hopefully feel more supported with the introduction of a more thorough welcome pack, and the new feedback forms will give us ideas and directions for future development.

We are currently in the process of setting up a Quality Assurance Group which will meet quarterly, and will work against an improvement plan to carry out a continuous assessment of QBC, identifying areas to improve and producing a yearly report to the steering group.



## Marketing

2020 has seen huge achievements of our marketing team, especially with the launch of the **Radical Thinking for Radical Times** online discussion series.

The marketing team, consisting of Steering Group members and several volunteers, has worked on recruitment, the ambassadors programme, fundraising bids and social media development to bring news of QBC to a wider audience. RTRT has been their crowning achievement, allowing QBC to broaden our networks and social media reach as well as providing inspiring discussions for our coaches, clients and many more.

The purpose of these events was to provide ideas and inspiration for women leaders in these times of isolation. In the first series we spoke to three feminist authors, including poet Ailsa Holland, author of *On This Day She*, who has now become one of our ambassadors. In the second series we partnered with the Women's Sport Trust, who provided incredible sportswomen such as Stef Reid to be interviewed. All of the talks are available on YouTube and in the end QBC raised £3005.50 - with £2500 coming from talk sponsors Music Magpie and CMS Law - for the Pankhurst Trust. There were 1,044 sign ups for our RTRT events on Eventbrite and as of January 2021 we have had 606 views of our RTRT YouTube videos. The talks required approximately 40 volunteer hours per episode, and we produced six episodes with a total of 240 volunteer hours delivered. The results were fantastic: not only did we reach new coaches and clients, with a spike of applications following episodes (see the graph of client applications at the end of the report), we also gained a Steering Group member and an ambassador as a direct result.



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## Social Media

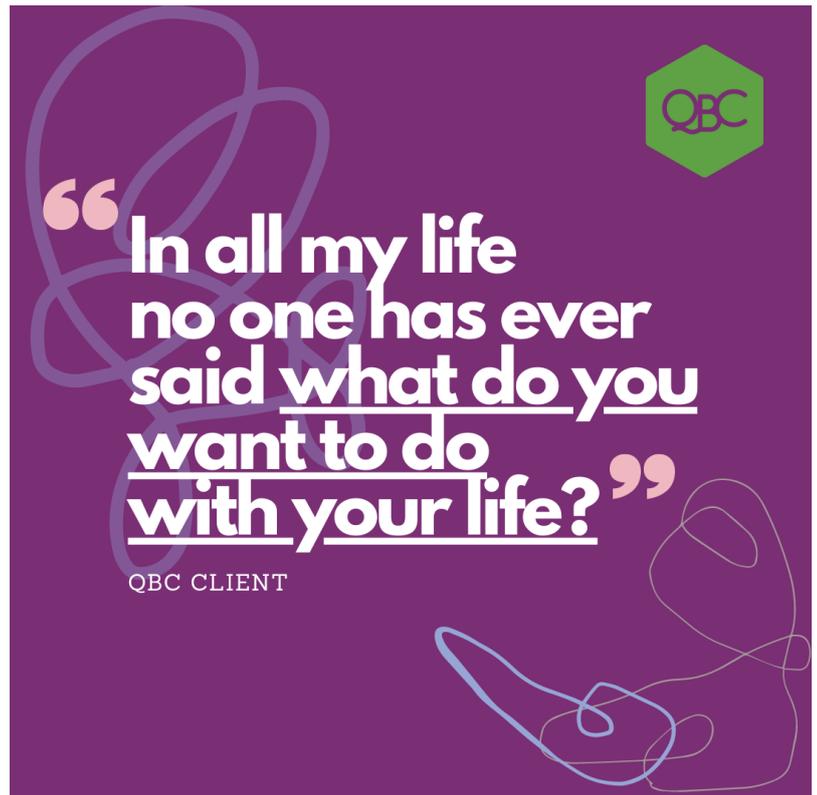
Instagram: [qbcpankhurst](#)

Twitter: [@QBCPankhurst](#)

Facebook: [Queen Bee Coaching](#)

Youtube: [Queen Bee Coaching](#)

LinkedIn: [Queen Bee Coaching,  
A Pankhurst Trust Service](#)



2020 has been a big year for Queen Bee on social media. We relaunched all our social media platforms, which had not previously been a priority, and assigned a dedicated social media volunteer within the marketing team to run our accounts. Our Instagram account has 187 followers and posts client testimonials, events and regular features including the Queen Bee Book Club and a series on inspirational women in Manchester. On Twitter we have 400 followers, which include several social and community groups in Manchester. We have 13 subscribers to our YouTube channel, where the RTRT talks are available to watch, and 245 followers on LinkedIn.



## Salford

The Salford development is our pilot project to bring a tailored approach to Queen Bee Coaching in each of the ten boroughs.

QBC's commitment to growing our coach and client base in Salford stemmed from success in certain geographical areas, particularly southern boroughs, thereby giving a skewed representation of Greater Manchester. We felt it was incredibly important that we were reaching women from under-represented areas and therefore put Salford at the forefront of our focus as a pilot project for developing a more local approach. Our initial push was through online zoom recruitment events, promoted via social media, from which a handful of women joined QBC. We quickly realised that in order to reach the women who could benefit from coaching the most and who were doing amazing things in the community, we needed a new approach.

We set up a group of advocates (comprised of over 20 women) who were living and/or working in Salford, who had connections in various sectors and who were willing to promote QBC. We continue to host regular zoom meetings with the group to pool their suggestions, contacts and recommendations and to think about how best to engage Salford. This has proved much more successful and we have now implemented a one-to-one personal approach in order to engage leading Salford women who could benefit from coaching. What has emerged is an effective model and we are starting to see progress not only in the coach and client numbers in Salford but also in our reputation, networks and connections.

We are pleased to now have 20 women with a connection to Salford as QBC coaches. Since our focus on Salford and this new way of working we have contacted 12 small Salford not-for-profit organisations led by women - and they have all been introduced to the support available from QBC, from which we have 6 new clients. This year has been a learning process and as we continue to grow this development in 2021 we are confident and excited about the positive direction it is moving in. We are very optimistic about the possibility of replicating this model in other areas in Greater Manchester which are under-represented in our provision currently, and bringing the benefits of free coaching to women in all ten boroughs.



## Development Volunteers

Our coaches and Steering Group are supported by a team of development volunteers, which has doubled over the course of 2020.

In 2020 QBC brought in an HR consultant to help us re-evaluate our volunteer recruitment and distribution. Clare Plant very kindly donated her time to help us strengthen our volunteer induction process, making new volunteers feel more confident in their understanding of QBC. She also helped us to better define volunteer roles, for clearer recruitment going forward.

Our volunteer team has grown hugely during 2020, with the result that we have been able to focus more efficiently on several areas. We now have dedicated team members assigned to the website, social media, RTRT, governance, the Salford development and the CPD. We also now have the resources to re-examine existing procedures; during 2020 we were able to dedicate more hours to data evaluation, recruitment and administration, making the QBC of 2021 much more streamlined and organised. Thanks to the ethos of QBC, the connection to the Pankhurst Trust and the welcoming and supportive atmosphere, we are able to put forward a compelling recruitment pitch and attract hard-working, dynamic and bright volunteers to help improve our service.



Despite the restrictions of COVID-19, Queen Bee Coaching underwent a second evaluation in August/September 2020, led by Steering Group members and development team volunteers, and carried out by two Masters students from the Alliance Manchester Business School. The previous evaluation, in 2019, had focused on the processes developed, and two years into our offer we wanted to know more about the impact of QBC on clients and coaches. The aim was an integrated summative and formative evaluation of QBC with the purpose of identifying best practice and understanding the impact of coaching on the clients' personal and leadership development.

90% of coaches were satisfied with their client

Over 70% of clients indicated that coaching helped them to deal with significant barriers in their personal and career development

# Evaluation

'Diversity had improved in relation to age, ethnicity and ability profiles'

82% of clients believed that the programme was fulfilling their goals and expectations

## Recommendations

A number of recommendations were presented to the QBC Steering Group in November 2020, and for discussion with coaches in February 2021, and included:

- gathering better baseline information about our clients at the beginning and end of their coaching
- prioritising improved diversity
- improving communication and networks to support women
- creating a consistent quality framework for coaches
- gaining a better understanding of our definition of leadership

A number of these areas had been recognised and work had begun, but others needed appropriate action, much of which is planned to take place in 2021.



2020 was, of course, a challenge across the board. In many ways, QBC's plan for the year was completely upended in March. The mood at the time was one of caution and uncertainty, but also a determination to work through the situation. The communication that went out to prospective attendees of the cancelled March 2020 CPD session suggested that we might not be able to meet for another two months, but in the event these concerns were unfounded and the resilience of both the team and the service shone through. Plans were made for online Steering Group and Development Team meetings before the national lockdown came into effect, and QBC did in fact manage to hold a CPD session in April 2020, with all sessions for the year going ahead as planned.

The effects of the COVID-19 pandemic and various national lockdowns have been both expected and unexpected, positive and negative. We were prepared to be unable to meet in person, or to meet in the Pankhurst Centre, but did not anticipate how much our coaches missed the socialising aspects of CPD sessions. Several of our coaches have had to step down, but both coach and client applications came in steadily throughout the year and the development team has more than doubled. The pandemic has limited some areas, particularly networking and client recruitment, but has resulted in new ventures such as Radical Thinking for Radical Times. The experience of 2020 has informed QBC's future planning, highlighting the importance of the resilience, diversity and accessibility of the coaching service. With 2020 behind us, with all its hardships and uncertainties, Queen Bee Coaching is eager to look forward, and to continue working towards true gender equality in Greater Manchester.

Looking ahead to 2021 QBC's top priority is ensuring that the service reflects the women of Greater Manchester. The marketing and recruitment teams have already begun this process, making connections with organisations across the city who represent groups QBC is currently underrepresenting. We hope that this hard work will be reflected in the applications we receive throughout the year, and that by the end of 2021 QBC will have much greater diversity in all areas of the service.

The Quality Assurance Group has now been set up, and is in the process of continuously assessing QBC in order to produce an improvement plan and to report annually to the Steering Group. The CPD programme for 2021 now incorporates more informal sessions, allowing greater opportunities for socialisation for our coaches. Plans are also in place to implement a hive system, trialled in 2019, to provide peer support to new coaches. The Salford development continues, with the hope that QBC can learn from this pilot model and bring localised strands of QBC to all ten boroughs of Greater Manchester, allowing for more flexibility for personnel and the possibility of adapting or evolving the service to meet area-specific conditions.

The general mood in June 2021 seems to be one of cautious optimism, as restrictions are lifted and socialisation is gradually restored in various forms. For QBC, the possibility of in-person coaching being restored is enhanced by the greater choice afforded by what we have learnt over the last year. Thanks to 2020 we know that QBC can operate successfully in a virtual world. Our optimism, then, is tempered not by caution but by the knowledge that, proud as we are of the achievements of QBC during these exceptional months, there is still work to do.



Data taken from Equality and Diversity forms filled out by applicants to Queen Bee Coaching during 2020

Clients in 2020 (15 responses to Equal Opportunity form)

Age	Number	Percentage
18 - 24	3	20%
25 - 34	5	33.3%
35 - 44	4	26.7%
45 - 54	2	13.3%
55 - 64	1	6.6%

Sexuality	Number	Percentage
Bisexual	2	13.3%
Heterosexual or Straight	11	73.3%
Pansexual	1	6.6%
Prefer not to say	1	6.6%

Religion	Number	Percentage
Catholic	1	6.6%
Christian	4	26.7%
None	9	60%
Spiritual	1	6.6%

Race	Number	Percentage
Black British	2	13.3%
Mixed Race	2	13.3%
White British	9	60%
White European	1	6.6%
White/Other	1	6.6%

Disability	Number	Percentage
None	12	80%
Yes - Mental Health Disability	1	6.6%
Yes - both Physical and Mental Health Disability	2	13.3%



Data taken from Equality and Diversity forms filled out by applicants to Queen Bee Coaching during 2020

Coaches in 2020 (17 responses to Equal Opportunities form)

Age	Number	Percentage
18 - 24	1	5.9%
25 - 34	3	17.6%
35 - 44	7	41.2%
45 - 54	6	35.3%

Sexuality	Number	Percentage
Heterosexual or Straight	15	88.2%
Lesbian	1	5.9%
Prefer not to say	1	5.9%

Religion	Number	Percentage
Buddhism	1	5.9%
Catholicism	3	17.6%
Christianity	4	23.5%
Prefer not to say	1	5.9%
Spiritual	1	5.9%
None	7	41.2%

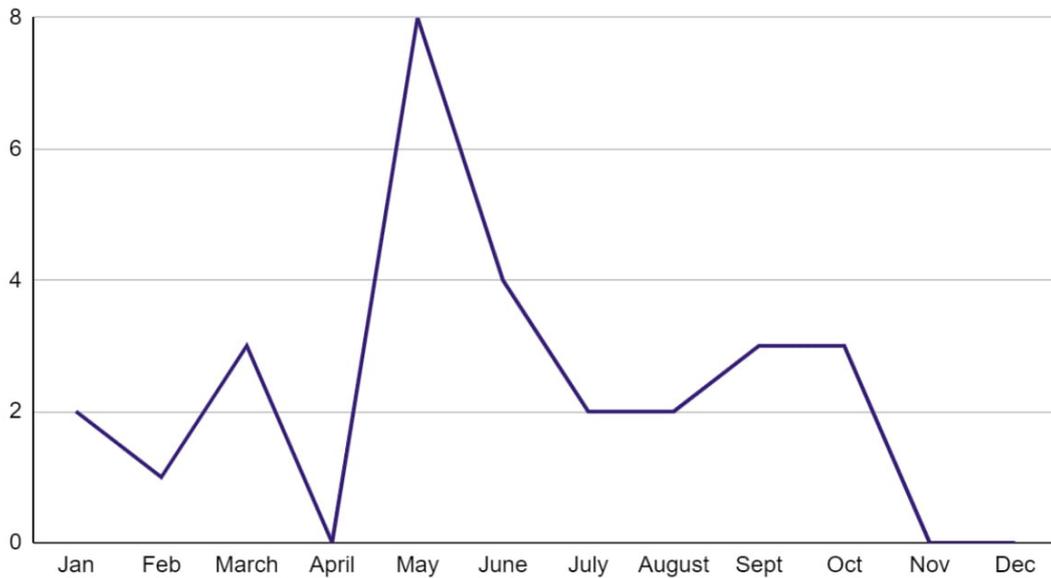
Race	Number	Percentage
White British	16	94.1%
White Irish	1	5.9%

Disability	Number	Percentage
None	16	94.1%
Yes - Physical	1	5.9%

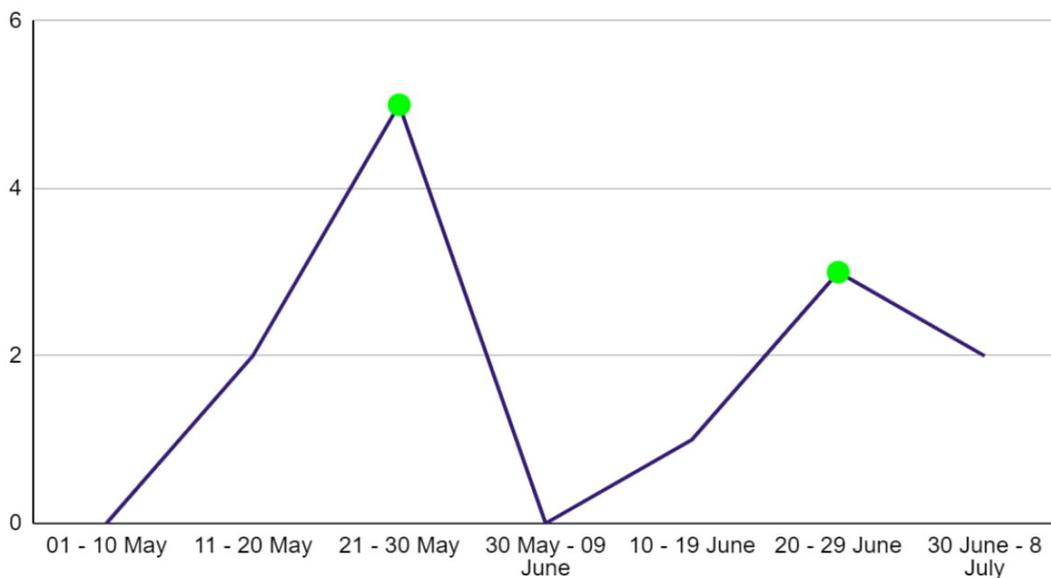


Data taken from Client Application forms submitted to Queen Bee Coaching throughout 2020

### Client Applications 2020



### Client Applications May - July 2020



The green dots represent the first two RTRT events, which took place on 21st May and 25th June.

Produced by Erin MacNamara, Communications Volunteer, with assistance from Penelope Meek, Marketing Assistant. With thanks to the Steering Group and Development Team Volunteers for additional information and comments.