



Queen Bee Coaching Annual Report, 2021
A Service of the Pankhurst Trust

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What is Queen Bee Coaching?

QBC is a totally voluntary service provided under the auspices of the Pankhurst Trust: we offer 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 (QBC) is a free coaching service for women across Greater Manchester. More specifically QBC supports women who have already demonstrated some leadership skills and might be in leadership roles, and could benefit from coaching to take the next steps. We offer free coaching because we want to reach those who might not usually be able to access coaching, whether that be for a financial reason or that coaching is not readily available to them.

Coaching is a positive developmental process where a woman is supported to unlock their potential and improve their impact. Leadership coaching specifically looks at how the person can become a better leader and achieve their goals. Coaching and mentoring are two different things. The main difference being, a mentor is usually from the same area of development or work as the mentee and the mentor provides advice and access to contacts/information over a longer period of time linked specifically to that sector. Whereas a coach doesn't need to be from the same area of development or work to support the client's goals more broadly, and is often for a shorter, more condensed period of time.

A Message from Sally Hobbs, Interim Chair of Queen Bee Steering Group

I have been proud to chair the leadership group of QBC during the past period, as we have continued to extend our reach to women and to build our name for providing high quality coaching to women across the City region. The challenges faced in 2020 - including the pandemic and its various effects on the world of work and women's work in particular - did not fade in 2021 and neither did QBC's determination to face them. We continued to provide online coaching throughout the year, recognising the accessibility and flexibility benefits in addition to the restrictions of social distancing, and were able once again to provide a very high-quality service to our clients in the virtual world.

In 2021 QBC saw the development of several new areas of work, including initiating and building our links to influential women through our Ambassador programme and a comprehensive Equality, Diversity and Inclusion report from The University of Manchester student Jess Bagley, who worked with QBC as part of a paid internship. With the wider networks now open to us and the data to support our ambition of representing the women of Greater Manchester, we are even more prepared to meet the challenges of the coming years head on.

I would like to thank all the fantastic coaches, steering group and development volunteers who have made this possible, by donating their time and skills, and to thank the Pankhurst Trust for their support in delivering our mission, to make leadership an option for all women in Greater Manchester.

*Sally Hobbs
Interim Chair, QBC Steering Group – June 2023*

Clients and Client Testimonials

Our QBC Clients

We received 38 client applications in 2021 and coached 36 women, bringing the total at the end of 2021 to 142 since the Service began in March 2018. We continued to provide coaching to women who have demonstrated leadership and who for various reasons, could not access coaching through their workplace or through alternative channels. The mission of QBC remains to ensure that expense, accessibility and discrimination do not stand in the way of the women of Greater Manchester in their journey to play a role in the 'leadership' of Greater Manchester.

Applicants in 2021 were less diverse than in previous years, and QBC has been taking action to address this throughout the year. Specifically, one of the reasons may be a lack of understanding about what coaching is and what it can do for women; we have therefore been working to demystify the terminology we use through our social media platforms and through recruitment events. We have also been forging ties with other organisations in Greater Manchester, with the hope that we can reach more, and more diverse, women across the City Region.

Quotes from Clients

"I wanted to know if leadership was for me as I was struggling and not enjoying my time working at that time, as well as maybe explore other roles that I could do in the future with my experience ... It opened a door to other possibilities and what I would like to do in the future, reassured my strengths as a leader and highlighted others that I could work on. I am a lot more confident and that shows at work too." - Client A, 2021

"The coaching has enabled me to build the confidence I needed to become an effective leader. This has also enabled me to gain insight into supporting my own team members and other staff within the organisation ... Don't hold back, get yourself a coach and you will be surprised what difference it will make to your development journey both personal and professional." - Client B, 2021

"The programme helped me hugely. It gave me a chance to reflect on how many of my struggles were more to do with a lack of confidence than my abilities. I felt very comfortable during university putting myself in leadership positions but I had gotten into the mindset that I was out of my depth in a sector that was new to me (which was not true!) ... The coaching has had a big impact on me. I am now leading on projects within my organisation and putting myself out there to be involved in work that I wouldn't have before. My perspective has changed too, I worried a lot about what I should be doing and where I should be at but my coach helped me dispel that." - Client C, 2021

"I felt really stuck in my career and unfulfilled and scared about my next step... I really enjoyed having someone who wanted to see me succeed and being able to share this with them in each session was really motivating." - Client D, 2021

Coaches, Training and Supervision

Our QBC Coaches

We received 29 coach applications in 2021. The applicants came from a range of professional backgrounds including recruitment, HR, marketing, accountancy and consultancy, public sector work including charity and voluntary roles. The majority of coach applicants - over 60% - reported a barrier to equality other than their gender. Equality and diversity data analysis of our 2021 coaches demonstrates that applicants are less diverse than the general population of Greater Manchester, informing our recruitment goals for 2022.

Training and Supervision offered to coaches

In 2021 the average attendance at CPD was 13 coaches, an increase on 2020 when the average was 12 pre-lockdown and 11 post-lockdown. Sessions offered covered a range of subjects from 'Coaching Beyond Tools and Techniques', a session on understanding the effects of the menstrual cycle on work, and the usefulness of the term feminism in coaching. The most well-attended session, with 25 coaches present, was March's Coaching for Uncertainty, Loss, Change and Grief. We also hosted a panel in July on the impact COVID and lockdowns have had on women's work. We heard from seven inspiring speakers, including our excellent panellists, and also solidified the more informal peer coaching and knowledge exchange sessions.

2021 saw the expansion of the CPD group to include two more coaches, bringing fresh ideas to the programme and allowing more flexibility and resilience into the team. We were also able to offer two workshops from our supervisor Kate Howsley, one for new coaches and one for more established ones, which were both very popular.

We continued to offer individual and group supervision, and it is a priority for 2022 to increase the number of coaches receiving supervision, either through QBC or independently.

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. In the last 12 months we have embedded our Quality Assurance Framework, refined the way we collect and process data to inform our performance indicators and reviewed this on a regular basis. Significant information comes from the annual coach biography forms as we can review our coaches' levels of experience, training, and participation in supervision. This year we have put particular emphasis on raising coaches' awareness of the Queen Bee Coaching Supervision offer and encouraging greater participation in this.

We utilise our data and feedback from clients and coaches and our coach and supervisors' experience to develop excellence in coaching practice. Our intention is to enable coaches to keep abreast of what is happening in the wider coaching world and external resources, including thinking related to our feminist life and leadership coaching and working with diversity. We involve coaches to share their learnings from their own networks and ongoing training including books, training courses, podcasts, videos. As there is overlap with the CPD group, we have decided to merge the groups. The new joint CPD and Quality Group will identify themes to explore and research and share with coaches with a view to generating some debate and interest, and promote excellence in practice.

Equality, Diversity and Inclusion

*“Coming from an ethnic minority background I was struggling to develop into a leadership role. The programme has helped me to build the confidence and unlock potential to be recognized as a senior leader by other senior leaders.” -
QBC Client, 2021*

Between July-September 2021, QBC hosted Jessica Bagley, a Q-Step Data Fellow from The University of Manchester. Jess' final report used quantitative and qualitative data to summarise the Equality, Diversity, and Inclusion (EDI) aspects of Queen Bee Coaching's provision for women in Greater Manchester. Key findings from this report demonstrated that our clients are more ethnically diverse than Greater Manchester as whole, although our coaches are less so. We were also found to be more than representative of the LGBTQ+ population of Greater Manchester, although there is work to be done to ensure all identities within that spectrum feel included. The report made suggestions on how to improve our provision for these groups, as well as increasing accessibility for disabled and working-class coaches and clients. The implementation of these suggestions was taken up in early 2022, and is being managed by an EDI implementation group.

Marketing and Networking

Early in the life of Queen Bee Coaching, we recognised the lack of diversity in all aspects of the Service. We want Greater Manchester's leadership to represent all women in the city region. So since the beginning in 2018, improving our diversity has been one of our priorities. That is reflected in our marketing and networking.

We have worked hard to connect with networks that represent Black, Asian, LGBTQ+, working-class and disabled women across Greater Manchester. Making personal connections with women in these networks, sending material to share and offering to speak at events are some of the methods we have used to try and improve the diversity of clients, coaches and development volunteers applying to use the service. The networking has already been fruitful, with LGBTQ+ organisation Pride in Leadership one of several groups telling their members about us.

With Black women leadership organisation She Leads For Legacy we have gone a step further and will be partnering them in a leadership programme for their members in 2022. We also held two online recruitment events as part of this work but found they brought in more coaches than clients.

For clients, the best way to recruit seems to be by asking people to personally recommend someone to apply. In order to attract more clients from our target groups we reworked the wording on the website, consulting representatives from each group along the way.

We also collected client testimonials in the hope that prospective clients would relate to the testimonials and added a page to the website. We are working on coach testimonials and an explanation of what coaching is for those who have never come across it before. We have used these testimonials on our social media too, where we have three main aims. These are to entertain feminists in Greater Manchester, inform and recruit for and promote QBC.

Other ways we have achieved these goals are using posts introducing our team, recommending feminist events in Greater Manchester as well as books and podcasts our followers might enjoy.

We are aware that a significant number of the 10 Boroughs of Greater Manchester are less represented in relation to coaches and clients. A project spanning 18 months so far has delivered client and coach applicants in Salford. Utilising our networks: community / business / voluntary

/ university we have seen the numbers climb. In 2022 we will work alongside GM4 Women to target other Greater Manchester boroughs.

Ambassador Programme

In 2021 we created an Ambassadors programme to spread the word about QBC and broaden our networks and reach. Our QBC Ambassadors represent QBC in their networks and Greater Manchester as a whole, and also offer a sounding board and source of advice in their capacity as experienced, inspirational women in leadership.

Strategic Plans

We outlined our intention to take stock and plan for the future to the Pankhurst Board in August 2021. We have received support to facilitate this process from Alison Sinderson (A Pankhurst Trustee) and Shelley Woodley, the baton was then picked up by Sarah David and finished late 2022. The review set out to consider the following questions:-

- Do our objectives remain the same?
- Do we need to change the way we are utilising our resources to be more effective/Are we making as big an impact as we can? E.g. are we providing our service to the 'right' women leaders/do we have the 'right' coaches?
- Do we need different/additional resources to achieve our objectives e.g. money/strategic partnerships?
- Is our infrastructure, including governance, fit for purpose?
- What are the risks/issues and mitigation to manage any change?

Financial and Social Value

Below is a table that puts a 'thereabouts' financial value to the activities of QBC. We have yet to utilise a social value model.

In 2021 we received £250,000 income

- Funding of Shelley Woodley
- Funding from The University of Manchester of Jessica Bagley for 8 weeks
- Donations to afford the Zoom account, Xmas event for volunteers
- Support from the Pankhurst Trust to run our email and induction for volunteers into the Pankhurst/use of the training room for the Xmas 'do'

Estimated Financial Value

Teams	Number of members / Roles and Responsibilities	Average Hours Spent Monthly	Average Hours Spent Annually	Potential monetary value
Coaches	- 60 active coaches - 20 resting coaches Including training and supervision	135hrs - at 2.25hrs/ month x 60 active coaches	1,350hrs (135hrs x 10 months)	@£50-150/hour = £67,500 - £202,500
Funded development team	- MU undergraduates for 6 weeks at 6hr/week at £15 per hour - PA from Cambourg Consultancy at 4hr/week at £25 per hour	216hrs - at 6hrs/week x 6 weeks x 6 members from MU undergraduates 104hrs - at 4hr/week x 26 weeks from Cambourg Consultancy PA		@£15 per hour = £3,240 @£25 per hour = £2,600
Development team	16 members including 6 active Steering Group members / Mainly for recruitment / marketing / organising events	256 hrs (at 16hrs/month x 16 members)	2,560hrs (256hrs x 10 months)	@£15 per hour = £38,400
Steering Group	8 members	24 hrs (at 3hrs/month x 8 members)	240hrs (24hrs x 10 months)	@£50 per hour = £12,000
Ambassadors	8 members	8 hrs (at 1hr/month x 8 members)	80hrs (8hrs x 10 months)	@£50 per hour = £4,000

Who's Who? Our Teams in 2021 (All our teams are made up of volunteers)

Steering Group:

Name	Role
<i>Sally Hobbs</i>	Interim Chair:
<i>Sally Campbell</i>	Strategic Plan Development:
<i>Val Aherne</i>	Planning and Coordination of Delivery:
<i>Saleema Kauser (part of 2021)</i>	Pankhurst Trustee and Evaluation:
<i>Caroline Marsh</i>	Quality Framework:
<i>Claire-Marie Boggiano</i>	Marketing/Networking:
<i>Rachel Airs</i>	CPD and Training:
<i>Sue Lightup</i>	Salford Development and EDI Evaluation:
<i>Becky Grey</i>	Marketing/Networking and Social Media:

Development Team:

Name	Role
<i>Val Aherne</i>	Team Leader
<i>Jess Bagely</i>	Paid internship University of Manchester EDI research)
<i>Nina Des Forges</i>	Governance and Steering Group
<i>Becky Grey</i>	Marketing and Social Media - Team Leader
<i>Amelia Gunn</i>	Radical Thinking for Radical Times Assistant
<i>Tanisha Krishnan</i>	Social Media and Radical Thinking for Radical Times Assistant
<i>Sadia Khurshid</i>	Data and Recruitment
<i>Izzie Heiss</i>	Admin and Social Media
<i>Erin MacNamara</i>	Internal Events and Communications and CPD Coordination
<i>Penny Meek</i>	Social Media and Communications
<i>Becky Mundill</i>	Diversity, Networking and Social Media
<i>Emily Oliver</i>	Ambassadors Programme
<i>Tiffanie O'Neill</i>	Quality Framework
<i>Jo O'Shea</i>	Quality Assurance Group
<i>Ruth O'Sullivan</i>	Recruitment and EDI
<i>Bethan Ward</i>	Salford Development and Website
<i>Julie-Anne Weaver</i>	Website Development
<i>Shelley Woodley</i>	Admin and Governance (funded by Cambourg Consultancy)
<i>Alison Sinderson followed by Sarah David, and supported by Shelley Woodley</i>	have facilitated the strategic thinking that began in 2021 and has continued into 2022 and will be completed by October 2022.

QBC Ambassadors Team

- Dora Blake, a Research Executive at Skills for Care and a Non-Executive Director and Trustee of the Gaddum Centre and QBC Coach (founding member of the Steering Group)
- Kathy Cowell OBE DL, Chair of Manchester University NHS Foundation Trust, and an Ambassador for Diversity in Public Appointments. The first Chair of QBC's Steering Group
- Sarah David, management consultant and executive coach, founder of Thrive and QBC Coach (founding member of the Steering Group)
- Ailsa Holland, writer and poet who runs feminist history Twitter project @OnThisDayShe with two fellow writers
- Kate Howsley, executive coach and coach supervisor who provides QBC's supervision offer
- Michele Scattergood, QBC Coach and founder member of QBC Steering Group who brings thirty years' experience working with disability issues and disabled people's organisations to her role as Chief Executive of Breakthrough UK
- Carol Ann Whitehead FRSA GGA, a fellow of the Royal Society of Arts, Managing Director of the Zebra Partnership and a lecturer in events management and production. Keen supporter of QBC and the Pankhurst Trust.

*Could you be an Ambassador for QBC, maybe you already are?
Why not join our team and spread the message in your daily work / networking.
We will recognise you in our activities and online
and ensure you are up to date with our offers.*

Contact QBC Coaching@pankhursttrust.org

Comparative Data

Total Data and Equality and Diversity Data up to 2021

In 2021 there were preparations to collect more meaningful Equality and Diversity data and to analyse it, however not much progress was made. From the data we did collect we are able to report the following headlines:

Applications	2019 (including 2018)	2020	2021
Client	43	43	38
Coach	54	26	29

Summary of Equality and Diversity data - What does it tell us? - Clients

- Total client applications per year between 38 - 43
- Until 2021 never less than 35% Black, Asian and Other Non-White British, however, in 2021 this reduced to 24%
- Never less than 20% clients with a stated disability
- Never less than 23% non-Heterosexual
- Most common age has reduced to 35-44

Numbers and % of EDI Forms returned by year

	2019 (including 2018)	2020	2021
Numbers Returned / clients that year	40/43	15/43	38/38
% of client applications in the period	93%	35%	100%

Which race / ethnicity best describes you?

	2019	2020	2021
Asian	5%	0%	8%
Black British	20%	13%	8%
White British	62%	60%	76%

* Other responses to the questions above were so small to be unhelpful / unclear

Are you a person living with a disability?

	2019	2020	2021
Yes	27%	20%	24%
No	68%	80%	71%
Prefer not to say	5%	0%	4%

*** There were many and varied examples of living with a disability that have been summarised into 'yes'.*

Gender

	2019	2020	2021
Female	100%	100%	100%

How would you describe your sexual orientation?

	2019	2020	2021
Asexual	0%	0%	5%
Bisexual	8%	13%	10%
Gay	7%	0%	0%
Heterosexual	77%	73%	72%
Pansexual	3%	7%	8%
Queer	3%	0%	0%
Prefer not to say	2%	7%	5%

Age

	2019	2020	2021
18-24	2%	20%	7%
25-34	30%	33%	18%
35-44	35%	27%	48%
45-54	25%	13%	19%
55-64	8%	7%	4%
65-74	0%	0%	4%

Borough Locations

Applicants are invited to provide their postcodes in the survey. Based on the survey responses, we have categorised their borough locations using information sourced from reputable references.

Borough Locations	No.	%
Bolton	2	5%
Bury	1	3%
Manchester	8	21%
Oldham	2	5%
Rochdale	2	5%
Salford	7	18%
Stockport	4	11%
Tameside	1	3%
Trafford	5	13%
Wigan	0	0%
Others	6	16%

Summary of Equality and Diversity data - What does it tell us? - Coaches

- Total coach applications per year between 26 and 54
- Most years 90% White British
- Between 83%- 94% without a disability
- In 2021 we had one man apply to be a coach
- The % of heterosexual coaches between 77% and 90%
- The most common age matches our clients 35-44

Numbers and % of EDI Forms returned by year

	2019 (including 2018)	2020	2021
Numbers Returned / coaches that year	53/54	17/26	24/31
% of coach applications in the period	99%	65%	77%

Which race/ethnicity best describes you?

	2019	2020	2021
Asian British	2%	0%	13% (3)
Black British	6%	0%	4% (1)
White British	90%	94%	75% (18)
White British with Asian Heritage	0%	0%	(0)
White Irish/White other	0%	6%	8% (2)
Prefer not to say	2%	0%	(0)

Are you a person living with a disability?

	2019	2020	2021
Yes	13%	6%	0%
No	83%	94%	100%
Prefer not to say	4%	0%	0%

Gender

	2019	2020	2021
Female	98%	100%	96% (23)
Male	0%	0%	4% (1)
Non-Binary	2%	0%	0%

How would you describe your sexual orientation?

	2019	2020	2021
Asexual	0%	0%	0
Bisexual	0%	0%	0
Gay	23%	6%	0
Heterosexual	77%	88%	88% (21)
Pansexual	0%	0%	0
Queer	0%	05	4% (1)
Prefer not to say	0%	6%	8% (2)

Age

	2019	2020	2021 Data needs further cleansing
Under 18			4% (1)
18-24	0%	6%	8% (2)
25-34	26%	18%	21% (5)
35-44	19%	41%	29% (7)
45-54	25%	35%	25% (6)
55-64	21%	0%	13% (3)
65-74	9%	0%	0% (0)